

**ALLAMA IQBAL OPEN UNIVERSITY ISLAMABAD  
(Department of Business Administration)**

**MANAGEMENT THEORY & PRACTICE (BBA 137)**

**SEMESTER: AUTUMN 2013**

**CHECKLIST**

This packet comprises the following material:

- 1) Text Book
- 2) Assignment No. 1 & 2
- 3) Course Outline
- 4) Assignment Forms (2 sets)
- 5) Schedule for Submitting the Assignments

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below: -

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**WARNING**

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIU PLAGIARISM POLICY".**

**ASSIGNMENT No. 1**

(Units: 1–4)

**Course:** Management Theory & Practice (137)

**Semester:** Autumn 2013

**Level:** BBA

**Total Marks:** 100

**Pass Marks:** 40

- Q. 1 Define management. Also discuss different theories of management. (20)
- Q. 2 Differentiate between leader and manager. Also explain trait approach of leadership. (20)
- Q. 3 What do you understand by the term "uncertainty"? Explain un-programmed decision making with suitable examples. (20)
- Q. 4 Define organizing. Also explain different types of organizational structures. (20)
- Q. 5 Explain the concept of Management by objective (MBO) with suitable examples. (20)

**ASSIGNMENT No. 2**

(Units: 5–9)

**Total Marks:** 100

- Q. 1 What is meant by motivation? Explain any three theories of motivation. (20)
- Q. 2 Define organizational communication. Also discuss the lateral and informal communication with examples. (20)
- Q. 3 Explain the types of control and discuss the use of control tools with suitable examples. (20)
- Q. 4 What are the different motivational strategies? Critically analyze each strategy. (20)
- Q. 5 Why is it necessary to train managers for future? Discuss it in detail. (20)

**MANAGEMENT THEORY AND PRACTICE**  
**Course Outline (BBA-137)**

**Unit 1: Introduction**

- 1.1 Concept of Management
  - 1.1.1 Importance of Management
  - 1.1.2 Management Process
  - 1.1.3 Types of Managers
  - 1.1.4 Challenge of Management
- 1.2 Evolution of Management Theory
  - 1.2.1 Scientific Management School
  - 1.2.2 Relations Theory
  - 1.2.3 Quantitative Approach
  - 1.2.4 Systems Approach
  - 1.2.5 Modified Process Management
  - 1.2.6 Contingency Approach

**Unit 2: Decision Making**

- 2.1 Time and Human Relationships in Decision Making
  - 2.1.1 Problem Finding Process
  - 2.1.2 Fundamentals of Decisions
- 2.2 Nature of Managerial Decision Making
  - 2.2.1 Programmed and Un-programmed Decisions
  - 2.2.2 Certainty, Risk and Uncertainty
  - 2.2.3 Decision Making Tools
  - 2.2.4 Rational Model of Decision Making

**Unit 3: Planning**

- 3.1 Organizational Objectives
  - 3.1.1 Importance of Organizational Objectives
  - 3.1.2 Types of Objectives
  - 3.1.3 Management by Objectives
- 3.2 Planning
  - 3.2.1 Characteristics and Purposes of Planning
  - 3.2.2 Advantages and limitations of Planning
  - 3.2.3 Types of Planning
  - 3.2.4 Steps in Planning Process
  - 3.2.5 Approaches to Planning
- 3.3 Plans and Planning Tools
- 3.4 Implementing the Plans

**Unit 4: Organizing**

- 4.1 Fundamentals of Organizing
  - 4.1.1 Organizing Process
  - 4.1.2 Importance of Organizing
  - 4.1.3 Downsizing

- 4.1.4 Types of Organizational Structures
- 4.2 Organizing the activity of Individuals
  - 4.2.1 Responsibility
  - 4.2.2 Authority
  - 4.2.3 Delegation
    - 4.2.3.1 Steps in the delegation Process
    - 4.2.3.2 Obstacles to the Delegation Process
    - 4.2.3.3 Centralization and Decentralization
- 4.3 Organizational Change and Development

**Unit 5: Leading and Managing Groups**

- 5.1 Defining Leadership
- 5.2 Trait Approach to Leadership
- 5.3 Behavioral Approach to Leadership
- 5.4 Contingency Approach to Leadership
- 5.5 Leadership Situations and Decisions
- 5.6 Personal Characteristics of Employees
- 5.7 Characteristics of Teams
- 5.8 Making Teams Effective

**Unit 6: Motivating**

- 6.1 Concept and importance of Motivation
  - 6.1.1 Motivation Process
  - 6.1.2 Basic assumptions about Motivation and Motivating
  - 6.1.3 Importance of Motivation
- 6.2 Theories of Motivation
- 6.3 Contemporary views of Motivation
  - 6.3.1 Need Theory
  - 6.3.2 Equity Theory
  - 6.3.3 Expectancy Theory
  - 6.3.4 Reinforcement Theory
  - 6.3.5 Goal-setting Theory
- 6.4 Strategies for Motivating

**Unit 7: Communicating and Negotiation**

- 7.1 Importance of Effective Communication
- 7.2 Interpersonal Communication
- 7.3 Improving Communication Processes
- 7.4 Communication in Organizations
  - 7.4.1 Factors Influencing Organizational Communication
  - 7.4.2 Types of Organizational Communication
  - 7.4.3 Lateral and Informal Communication
- 7.5 Using Communication Skills: Negotiating to Manage Conflicts
- 7.6 Stability of Negotiations Outcomes
- 7.7 Relations between Labour and Management

## **Unit 8: Controlling**

- 8.1 Fundamentals of Controlling
  - 8.1.1 Defining Control
  - 8.1.2 Types of Control
- 8.2 Power and Control
- 8.3 Control Tools
  - 8.3.1 Management by Exception
  - 8.3.2 Break-Even Analysis
  - 8.3.3 Ratio Analysis
  - 8.3.4 Budgets
  - 8.3.5 Human Asset Accounting
- 8.4 Use of Control Tools
- 8.5 Operations Management
- 8.6 Management Information Systems

## **Unit 9: Management: Futuristic View**

- 9.1 Essential Skills for Future Managers
  - 9.1.1 Systems Skill in the Future
  - 9.1.2 Functional Skill in the Future
  - 9.1.3 Situational Analysis Skill in the Future
- 9.2 Training Managers for the Future
- 9.3 Globalization and Competitiveness
- 9.4 Changing International Scene
- 9.5 Role of Multinational Enterprises
- 9.6 Inventing and Reinventing Organizations

### ***Recommended Books:***

- Robbins, S. Coulter M. (2010). *Management*. USA: Prentice Hall.
- Griffin, R.W. (2009). *Management*. New York, USA: Houghton Mifflin & Company.
- Hitt, M.A. Black; J.S. & Porter. (2010). *Management*. UK: McGraw Hill.

