

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

MANAGEMENT THEORY & PRACTICE (9515)

SEMESTER: AUTUMN 2013

CHECKLIST

This packet comprises the following material:

- 1) Text book
- 2) Assignments # 1 & 2
- 3) Course outline
- 4) Assignment 6 forms (2 sets)
- 5) Assignment submission schedule

In this packet, if you find anything missing out of the above-mentioned material, please contact The Mailing Officer on the address as 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 "AIOU PLAGIARISM POLICY".**

ASSIGNMENT No. 1

(Units: 1–5)

Course: Management Theory & Practice (9515)
Level: MBA

Semester: Autumn 2013
Total Marks: 100
Pass Marks: 50

- Q. 1 Define management and manager with suitable examples and discuss contingency approach toward management. **(20)**
- Q. 2 (a) Discuss how today's managers use delegation. **(10)**
(b) Explain rational model of decision making with example. **(10)**
- Q. 3 Differentiate between programmed and un-programmed decisions. Also, discuss decision making tools with examples.. **(20)**
- Q. 4 Define planning and its types. Also describe its advantages and disadvantages. **(20)**
- Q. 5 (a) What are the different styles of leadership? **(10)**
(b) What are the different factors which influence organizational communication?

GUIDELINES FOR ASSIGNMENT # 1

You should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think;
- How well you can reflect on your knowledge & experience;
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management;
- How professional you are, and how much care and attention you give to what you do.

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. The student must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

ASSIGNMENT No. 2 **(Units: 1–9)**

Total Marks: 100
Pass Marks: 50

This assignment is a research-oriented activity. You are required to obtain information from a business/commercial organization and prepare a report of about 1000 words on the topic allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is P-3427180 then you will select topic # 0 (the last digit): -

Topics

- 0) Rational Decision making
- 1) Programmed Decisions
- 2) Downsizing
- 3) Centralization
- 4) Decentralization
- 5) Leadership
- 6) Motivation Process
- 7) Women in International Workforce
- 8) Power and Control
- 9) Types of Managers

The report should follow the following format:

- 1) Title page
- 2) Acknowledgements
- 3) An abstract (one page summary of the paper)
- 4) Table of contents
- 5) Introduction to the topic (brief history & significance of topic assigned)
- 6) Practical study of the organization (with respect to the topic)
- 7) Data collection methods
- 8) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 9) Conclusion (one page brief covering important aspects of your report)
- 10) Recommendations (specific recommendations relevant to topic assigned)
- 11) References (as per APA format)
- 12) Annexes (if any)

GUIDELINES FOR ASSIGNMENT # 2:

- 1.5 line spacing
- Use headers and subheads throughout all sections
- Organization of ideas
- Writing skills (spelling, grammar, punctuation)
- Professionalism (readability and general appearance)
- Do more than repeat the text
- Express a point of view and defend it.

WORKSHOPS

The workshop presentations provide you an opportunity to express your communication skills, knowledge & understanding of concepts learned during practical study assigned in assignment # 2.

You should use transparencies and any other material for effective presentation. The transparencies are not the presentation, but only a tool; the presentation is the combination of the transparencies and your speech. Workshop presentation transparencies should only be in typed format.

The transparencies should follow the following format:

- 1) Title page
- 2) An abstract (one page summary of the paper)
- 3) Introduction to the topic (brief history & significance of topic assigned)
- 4) Practical study of the organization (with respect to the topic)
- 5) Data collection methods
- 6) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 7) Conclusion (one page brief covering important aspects of your report)
- 8) Recommendations (specific recommendations relevant to topic assigned)

GUIDELINES FOR WORKSHOP PRESENTATION:

- Make eye contact and react to the audience. Don't read from the transparencies or from report, and don't look too much at the transparencies (occasional glances are acceptable to help in recalling the topic to cover).
- A 15-minute presentation can be practiced several times in advance, so do that until you are confident enough. Some people also use a mirror when rehearsing as a substitute for an audience.

WEIGHTAGE OF THEORY & PRACTICAL ASPECTS IN ASSIGNMENT # 2 & WORKSHOP PRESENTATIONS

Assignment # 2 & workshop presentations are evaluated on the basis of theory & its applicability. The weightage of each aspect would be:

| | |
|--|-----|
| Theory: | 60% |
| Applicability (practical study of the organization): | 40% |

MANAGEMENT THEORY AND PRACTICE

Course Outline (9515)

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 Opportunity Finding
 - 2.1.3 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
 - 2.2.3.1 Probability Theory
 - 2.2.3.2 Decision Trees
- 2.3 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
 - 3.3.1 Dimensions and Types of Plans
 - 3.3.2 Planning Tools
 - 3.3.3 Forecasting
 - 3.3.4 Scheduling
- 3.4 Implementing the Plans
- 3.5 Planning and Strategic Management

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
 - 4.2.2.1 Types of Authority
 - 4.2.2.2 Accountability
 - 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
 - 5.3.1 Leadership Functions
 - 5.3.2 Leadership Styles
 - 5.3.3 The Managerial Grid
- 5.4 Contingency Approach to Leadership
- 5.5 Leadership Situations and Decisions
- 5.6 Personal Characteristics of Employees
 - 5.6.1 Environmental Pressures and Workplace Demands
 - 5.6.2 Deciding when to involve subordinates
- 5.7 Future of Leadership Theory
- 5.8 Types of Teams
- 5.9 Characteristics of Teams
- 5.10 Making Teams Effective
 - 5.10.1 Guidelines for Committees
 - 5.10.2 Focusing Teams on Performance
 - 5.10.3 Conflict within Teams

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
 - 8.5.1 Designing Operations Systems
 - 8.5.2 Operational Planning and Control Decisions
- 8.6 Information Systems
 - 8.6.1 Management Information Systems
 - 8.6.2 End user computing

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 Global Business Practice
 - 9.6.1 How Companies go International?
 - 9.6.2 Globalization across Different Cultures
 - 9.6.3 Managers and Prejudice
 - 9.6.4 Women in the International Workforce
- 9.7 Inventing and Reinventing Organizations
 - 9.7.1 Meaning and importance of Entrepreneurship
 - 9.7.2 Small Business
 - 9.7.3 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.

