ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Commonwealth MBA/MPA Program)

MANAGEMENT AND ORGANIZATION (5569)

CHECKLIST

SEMESTER: SPRING, 2014

This packet comprises the following material:-

1. Text Books
2. Assignment No. 1, 2
3. Assignment Forms (two sets)
4. Course outlines

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

Mailing Officer
Mailing Section, Block No. 28
Allama Iqbal Open University
H-8, Islamabad
051-9057611-12

Ms. Mobashira Alvi
Course Coordinator

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD

(Commonwealth of Learning Executive MBA/MPA Programme)

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".**

Instructions:

a) All written assignment must be well organized, presented in an easy-to-read format, and neat. If your handwriting is not legible, type or compose the written assignment. Moreover, pay particularly close attention to grammar, spelling punctuation and understandability. Communication is extremely important in this course.

(b) Documentation is likewise very important. Un-supported statements or opinions are worth less to the reader who desires to verify your finding. Complete and specific documentation is mandatory. Also, your references should be to primary sources, except in rare unusual situation.

c) Quoting should be kept to an absolute minimum.

ASSIGNMENT No. 1

Course: Management and Organization (5569) **Semester: Spring, 2014**
Level: Executive MBA/MPA **Total Marks: 100**
Pass Marks: 40

Q.1 Perception can influence employee performance in organizations. Link the two stated attributes and support the statement with examples. **(20)**

Q.2 Groupthink is never healthy for organizational development. Explain with the help of examples. **(20)**

Q.3 Select an FMCG and analyze its decision making models in detail. **(20)**

Q.4 Transformational Leadership can introduce Ethical behaviour your organization, explain focusing on your organization of work. **(20)**

Q.5 Process Re-engineering can result in organizational optimization; support this statement with real life examples. **(20)**

ASSIGNMENT No. 2

Total Marks: 100

Instructions

In this assignment you are required to write a case study on any Organizational Behaviour issue faced by a firm operating in Pakistan. The evaluation of this assignment will be based on the original idea imparted by the students and the extent to which case study encourages student thinking. You have to participate in this activity fully, actively and practically. Furthermore, you are advised to be careful about plagiarism, which is the act of appropriating the literary composition of another author, or excerpts, ideas, or passages there from, and passing the material off as one's own creation. Plagiarism is illegal, therefore the Commonwealth of Learning MBA/MPA is duly concerned about it. Plagiarized cases would be referred to the Unfair Mean Committee (UMC) for strict action. More information on plagiarism may be perused at www.plagiarism.org.

A brief guide about writing a case study is given below. You are strictly advised to write cases in accordance with the format given the following "*guidelines to develop a case study"* and incorporate all the requisite information. Your case study must be consisting of at least five pages.

Guidelines to Develop a Case Study

What a Case study is?

A case study is written summary or syntheses of real-life cases based upon data and research. It suggests a story with a beginning, middle and end. It is a challenge with a result or a problem with a solution. Approach to design case study is;

- **Challenge**
- **Solution**
- **Result**

Case studies identify appropriate strategies for the resolution of dilemma of the case. Case study is a part of effective knowledge management. It is specific and easily digestible story format which comes up with a solution. Case study is the practical implication of business studies. It enriches your exposure to field work and your managerial and executive expertise to handle organizational issues.

Business case study

To summarize real-life business scenarios, a problem occurring in organizational setup or a dilemmatic situation, leading to operational misconduct and inefficiency in organizations is business case study. The issue may be from any field like finance, HRM, Management, Strategic Management, Production, Marketing, and General Operations etc. Case Study Format

Title page

- Abstract
- Introduction
- Major characters

- Company/organizational background
- Industry profile/context
- Dilemma of case/ storyline/ Case presentation
- Management Outcome
- Conclusion
- Discussion
- Exhibits
- Acknowledgement
- References

Title page:
The title page will contain the full title of the case study. A title must not be vague or non-specific because it may not attract readers' attention. The two most common formats of titles are nominal and compound. A nominal title is a single phrase, for example "A case study of hypertension which responded to spinal manipulation." A compound title consists of two phrases in succession, for example "Response of hypertension to spinal manipulation: a case study." Keep in mind that titles of articles average between 8 and 9 words in length.

Abstract:
An abstract consists of a short version of the whole paper. There are no headings within the abstract. The author simply tries to summarize the paper into a story which flows logically.

Introduction:
The introduction is where we convey case study to the reader. It is useful to begin by placing the study in a historical or social context. If there is something especially challenging about the diagnosis or management of the condition that we are describing, now is our chance to bring that out. Introduction doesn't need to be more than a few paragraphs long, and the objective is to have the reader understand clearly, but in a general sense, why it is useful for them to be reading about this case. Avoid using jargons specifically in introduction. Introduction should create a dramatic interest.

Major characters
In the case there are assumed characters around whom the whole story revolves. Dilemma is made easy to understand through these characters. Select your characters with their names and designations.

Company/organizational background
Reporting of background should be very selective. It is not the history of whole organization but a history that relates to the problem or decision. Avoid evaluating or misleading descriptions. Information about the organization should shed light on the problem.

Industry profile/context
Industry profile gives the details of the context within which the organization operates with pressures, threats, laws, information on competitors and other external factors that impact the organization.

Case Dilemma/ Storyline/ Presentation:
This is the part of the case in which we introduce the raw data. First, describe the complaint that brought the situation to you. Next, introduce the important information that is obtained from history-taking. There is no need to include every detail – just the information that helped to settle on diagnosis. Also, try to present dilemma information in a narrative form – full sentences which efficiently summarize the results of questioning. The next step is to describe the results of our clinical examination. Again, we should write in an efficient narrative style, restricting ourselves to the relevant information. It is not necessary to include every detail in our clinical notes. Also, you should describe the actual results, since not all readers will have the same understanding of what constitutes a "positive" or "negative" result. Dilemma is the main problem or the main motive to write up a case so it should be logical, clearly narrated, well structured and very near to reality.

It must not be self created or assumption based. The case must realistically grapple with the problem and appreciate the complexity of decision making in the real world. It is also important that case does not contain holes that are manipulative and that lead readers to feel that games are being played with them. A balance must be attained between giving enough material to make informed choice or decisions, but not so much material that the answer is given away.

Management and Outcome:
In this section, we should clearly describe the plan for settlement of the situation, and the outcome. It is useful for the reader to know what type of remedial actions have been taken. Additionally, you should be as specific as possible in describing the remedial action that was used. If some techniques have been used you are required to elaborate clearly those techniques. Remember that our case study may be read by people who are not familiar with managerial techniques.

Conclusions
Here the problem and options for consideration are restated but the decision point is open for students to resolve. The case should never end with a 'yes' or 'no' or 'right' or 'wrong' answer. The conclusions should create tension and suggest options for the readers. Successful cases have not definite conclusions.

Discussion:
In this section identify any question that the case raises. It is not compulsory to provide a complete physiological explanation for everything that is observed. We summarize the lessons learned from this case.

Exhibits:
If you have used any tables, figures or photographs, they should be accompanied by a succinct explanation. Tables, figures and photographs should be included at the end of the case. Exhibits are the supporting supplementary material of the data given in the whole case study. The purpose of each exhibit should be very clear. If an exhibit has been used in the case, it should be very simple and clear. These are used to simplify and clarify the text of the case and to help with resolution of dilemma and the making of decision.

Acknowledgments:
If someone provided assistance with the preparation of the case study, thank them briefly. It would generally be regarded as excessive and inappropriate to thank others, such as teachers or colleagues who did not directly participate in preparation of the case.

References:
Only use references that you have read and understood, and actually used to support the case study. Do not use more than approximately 15 references without some clear justification. Try to avoid using textbooks as references, since it is assumed that most readers would already have this information. Also, do not refer to personal communication, since there is no way of checking this information.
Types of case study

Types on the basis of structure

Open ended case study
The case studies having no questions at the end are open ended case studies. These case studies are end up with a tense situation for readers. Readers themselves draw the questions and find solution to dilemma.

Close ended case study
The case studies ending up with questions are close ended case studies. These are the most common types of case studies. These are easy to find solution for readers. The questions are drawn on the basis of dilemma and storyline of case.

Types on the basis of subject matter

Exploratory case study
An exploratory case study is the type of case study where the researchers or case study designer wants to explore some unexplored. Where considerable uncertainty exists about program operations, goals, and results, the exploratory case study is designed to identify questions, select measurement constructs, and develop measures.

Program implementation case study
A program implementation case study helps discern whether implementation complies with intent. This case study may also prove useful when concern exists about implementation problems. Extensive, longitudinal reports of what has happened over time can set a context for interpreting a finding of implementation variability.
Program effects case study
Program effects case studies can determine the impact of programs and provide inferences about reasons for success or failure. As with the program implementation case study, the evaluation questions usually require generalizability and, for a highly diverse program, it may become difficult to answer the questions adequately and retain a manageable number of sites. But methodological solutions to this problem exist. After identifying findings of specific interest, researchers may then implement case studies in selected sites to maximize the usefulness of the information.

Company field cases
These cases are developed in cooperation with the participating company, have company approval and are the most common types of cases.

Individual field cases
These cases focus upon specific individuals e.g. role of a woman in NGO leadership.
General experience cases
These cases are written on the basis of case writer's knowledge, a story is invented. Generally these cases are simple. Complex cases demand a real organization.

Published information cases
These cases are derived from published sources such as newspapers, research reports, journals etc. and as such, must contain extensive footnotes. It must be made clear that such cases have been written up based on published sources. In these cases there is no need for company release.

There are many other types of case studies in practice. You can work any of them but your work should be very logical and well structured. Nothing must be vague leading to wastage of time and efforts.

Important Points
- Write in past tense
- Direct quotes are written in present tense
- Avoid jargon
- Logically structured
- Free of grammatical errors
- Define technical terms if not common
- Avoid adjectives and adverbs
- Avoid ambiguities and inconsistencies
- Do not capitalize position titles
- Number all exhibits and refer to them in text
- Writing should be clear, concise and accessible.
- Cases should be between 1500-3000 words in length.

Important Note
You are advised to structure your case study in close ended structure having questions at the end.

MANAGEMENT AND ORGANIZATION
COURSE OUTLINE (5569)

Block-1 Introduction to Management and Organisational Behaviour

1. Defining Management and Organizational Behavior
2. People versus Profits
3. A Changing Workplace
    - 3.1 Globalisation
    - 3.2 Technology
    - 3.3 Mergers and acquisitions
    - 3.4 Workplace diversity
    - 3.5 Organisational structure
    - 3.6 Work-life balance
    - 3.7 The rate of change
    - 3.8 Increased competition
    - 3.9 Increased ethical and social responsibility
4. Evolution in the Role of the Workforce

Block-2 Individual Behaviour

1. Defining Behavior
2. Perception
    - 2.1 Perceptual Distortion
    - 2.2 Attribution
    - 2.3 Why should we understand perception and attribution
3. Personality
    - 3.1 Type A and Type B Personalities
    - 3.2 Personal Conceptions
4. Motivation
    - 4.1 Maslow's Hierarchy of Needs Theory
    - 4.2 Alderfer's ERG Theory
    - 4.3 McClelland's Trichotomy of Needs or Acquired Needs Theory
    - 4.4 Herzberg's Two-Factor Theory
    - 4.5 Equity Theory
    - 4.6 Expectancy Theory
5. Diversity
    - 5.1 What Is Diversity and Why is it Important?

Block-3 Groups in Organisations

1. Introduction to Organization
2. Introduction to Organizational Groups
3. Groups Defined and Group Benefits
4. Types of Groups
   - 4.2 Formal versus Informal Groups
5. Stages of Group Development
   - 5.1 Forming.
   - 5.2 Storming
   - 5.3 Norming
   - 5.4 Performing
   - 5.5 Adjourning
6. The Punctuated Equilibrium Model
7. Group Roles
   - 7.1 Task Roles
   - 7.2 Maintenance Roles
   - 7.3 Individual Roles
8. Effective Group Meetings
9. Difference between Teams versus Groups?
   - 9.1 Commitment from management
   - 9.2 Mutual trust between employees and managers
   - 9.3 Training
   - 9.4 Realistic objectives
   - 9.5 Strong links between strategy and implementation
10. Group Composition
11. Groupthink

Block-4 Decision-making in Organisations

1. Overview of Decision-making in Organisations
2. Decision-making Defined
3. Decision-making Environments
   - 3.1 Certainty
   - 3.2 Risk
   - 3.3 Uncertain Environments

4. Types of Decisions
5. Decision-making Models
    5.1 Rational Decision-making
    5.2 Bounded Rationality
        5.2.1 Judgmental Heuristics
    5.3 Garbage Can Model of Decision-making
6. How Does Decision-Making Differ Between Individuals And Groups?
    6.1 Strengths of Group Decision-Making
    6.2 Weaknesses of Group Decision-Making
    6.3 Group Decision-making Techniques
7. How Can We Improve Decision-making and which Problems Should Be Addressed?

Block-5 Communications

1. Introduction to Communication
2. Commitment to Communication
3. Value of Communication
    3.1 Communication Defined
    3.2 Why is Communication Important?
4. Types of Communication
5. Communication Flows in Organisations
6. Barriers to Communication
    6.1 Physical Distraction
    6.2 Gender Distinction Barriers
    6.3 Cross-Cultural Distinctions
7. How Can We Improve Communication?
    7.1 Take Time
    7.2 Be Accepting of Others
    7.3 Try to Separate the People from the Problems
    7.4 Communicate Your Feelings
    7.5 Listen Actively
    7.6 Be Timely and Specific with Your Feedback

Block-6 Organisational Structure

1. Introduction to Organizational Structure
2. What is Organisational Structure?
3. Division and Coordination of Labour
    - 3.1 Work Specialization
    - 3.2 Centralization and Decentralization
    - 3.3 Departmentation
    - 3.4 Chain of Command
    - 3.5 Span of Control
    - 3.6 Formalization and Standardization
    - 3.7 Cross-functional Liaison
        - 3.7.1 Liaison Roles
        - 3.7.2 Task forces
        - 3.7.3 Integrators
4. Models of Organisational Structure
    - 4.1 Mechanistic Structure
        - 4.1.2 Bureaucracy
        - 4.1.3 Classical Management Theory
        - 4.1.4 Scientific Management
    - 4.2 Organic Organisational Structures
        - 4.2.1 Matrix Organisations
        - 4.2.2 Network Organisations
        - 4.2.3 Boundaryless Organizations
5. What Determines Organisational Structure?
    - 5.1 Strategy
    - 5.2 Size
    - 5.3 Technology
    - 5.4 Environment

Block-7 Leadership

1. Introduction to Leadership
2. Defining Leadership
3. Theories of Leadership
    - 3.1 Trait Theory of Leadership
    - 3.2 Behavioural Theories of Leadership

3.3 Situational or Contingency Theories of Leadership
3.3.1 Fiedler's Leadership Contingency Theory
3.3.2 Hersey and Blanchard's Situational Theory
4. Transactional versus Transformational Leadership
5. Leadership and Culture
6. Current Leadership Issues
6.1 Emotional Intelligence and Leadership
6.2 Leading from a Distance

Block-8 Organisational Environment

1. Introduction to Organisational Environment
2. Defining Organisational Environment?
3. The Impact of Globalisation on Organisations and Managers
4. Technology and Organisational Design
4.1 Charles Perrow – Routineness
4.1.1 Outputs from Inputs
4.2 James Thompson – Interdependence
4.2.1 Intensive Technology
4.2.2 Mediating Technology
4.2.3 Long-linked Technology
4.3 Joan Woodward – Batch Technology
4.4 Advanced Information Technology in Organisations Today
5. Ethical Behaviour in Organisations
5.1 Utilitarian model
5.2 Moral rights model
5.3 Justice model
5.4 Ethics in Practice

Block-9 Power and Politics

1. Introduction to Power
2. Defining Power
3. Sources of Power
3.1 Reward
3.2 Coercive
3.3 Legitimate

3.4 Expert
3.5 Referent
4. Managing Power
5. Empowerment
6. Organisational Politics
6.1 Machiavellianism
7. Effective Management in a Political Environment

Block-10 Organisational Culture

1. Introduction to Organizational Structure
2. Defining Organizational Culture
2.2 Visible Level of Culture
2.2.1 Heroes and Heroines
2.2.2 Myths and Stories
2.2.3 Rituals and Ceremonies
2.2.4 Physical Arrangements
2.2.4 Physical Arrangements
2.3 Espoused Values and Basic Assumptions
2.4 Subcultures
3. Developing a Strong Organizational Culture
3.1 Pros and Cons of Strong Organizational Cultures
3.1.1 What Are the Disadvantages of a Strong Culture?
4. Organizational Culture versus National Culture
5. Is It Possible to Change Organizational Culture?

Block-11 Organisational Change

1. Introduction to Organisational Change
2. Theories of Organisational Change
2.1 Scope of Change
2.2 Radical change
2.2.1 Restated Mission and Values
2.2.2 Power redistribution
2.2.3 New Structure, Systems and Procedures
2.2.4 New Interaction Patterns
2.2.5 New Senior Management

2.3 Models of Punctuated Equilibrium and Kurt Lewin's Model of Change
2.3.1 Convergence, Reorientation, and Executive Leadership
2.3.2 Periods of Deep Structure, Equilibrium and Revolution

3. Why the Resistance to Change?
3.1 Distorted Perception
3.2 Dulled Motivation
3.3 Failed Creative Response
3.4 Political Deadlocks
3.5 Action Disconnects

4. Strategies for Effecting Successful Change
4.1 Construction of Crises
4.2 Leadership
4.4 Team Dynamics
4.5 Benchmarking
4.6 Culture
4.7 Goal Congruence

5. Role in Change

Block-12 Conflict and Negotiations

1. Introduction to Conflict
2. Sources of Conflict
2.2 Power and Status
2.3 Culture
2.4 Task Interdependencies
2.5 Ambiguity
2.6 Scarce Resources
3. Types of Conflict
3.1 Interpersonal
3.2 Intergroup
3.3 Intragroup
3.4 Interorganisational
3.5 Functional vs. Dysfunctional Conflict
4. Management of Conflict
4.1 Conflict Antecedents
4.2 Indirect Approaches to Conflict Management

4.2.1 Reduced Interdependencies
4.2.2 Appeals to Common Goals
4.2.3 Hierarchical Referral
4.2.4 Altering Scripts and Myths
4.3 Direct Conflict Management
4.3.1 Avoiding
4.3.2 Accommodating
4.3.3 Competing
4.3.4 Compromise
4.3.5 Collaborating
5. Negotiation
5.1 Distributive Negotiation
5.2 Integrative Negotiation
5.2.1 Separate the People from the Problem
5.2.2 Focus on Interests, not Positions
5.2.3 Invent Options for Mutual Gain
5.2.4 Insist on Using Objective Criteria