

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

\*\*\*\*

**MANAGEMENT THEORY & PRACTICE (9503)**

**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.

The Mailing Officer  
Mailing Section, Block # 28  
Allama Iqbal Open University  
Sector H/8, Islamabad.  
Tel: (051) 9057611, 9057612

**Ms. Beenish Ehsan**  
Course Coordinator

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

**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 (9503)

**Semester:** Autumn 2013

**Level:** PGD-HRM

**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? **(10)**

**ASSIGNMENT No. 2**

**(Units: 1–9)**

**Total Marks:** 100

**Pass Marks:** 50

This assignment is a research-oriented activity. You are required to submit a term paper and present the same in the workshop prior to the final examination. Presentation component is compulsory for all students. You will have to participate in the activity fully and prepare a paper of about 15 to 20 pages on the topic allotted to you. You are required to prepare two copies of Assignment No. 2. Submit one copy to your teacher for evaluation and the second copy for presentation in the classrooms in the presence of your

resource persons and classmates, which will be held at the end of the semester prior to final examination.

**Include the following main headings in your report:**

- a) Introduction to the topics
- b) Important sub-topics
- c) Practical study of the organization with respect to the topic
- d) Review of theoretical and practical situations
- e) Merits, demerits, deficiencies or strengths of the organization with respect to your topic
- f) Conclusions and recommendations
- g) Annex, if any

You may use transparencies, charts and any other material for effective presentation. You are also required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is D-3427185 then you will select topic number 5 (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

**MANAGEMENT THEORY AND PRACTICE**  
**Course Outline (9503)**

**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.

