

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

Course: **Management Theory & Practice (Code No.3457)** Semester: **Spring 2014**
Level: **BS**

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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ALLAMA IQBAL OPEN UNIVERSITY
(Department of Business Administration)

Course: Management Theory & Practice (Code No.3457)
Level: BS

Semester: Spring 2014
Total Marks: 100
Pass Marks: 40

WARNING:

- Plagiarism and 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.
- Submitting assignment/s borrowed or stolen from other/s as one's own, will be penalized as define in "AIOU Plagiarism Policy".

Assignment No. 1

Total Marks: 100

Q.1

Define management. Also explain the process of management with suitable examples?

(20)

Q.2

Define rational decision making? Discuss different tools of decision making.

(20)

Q.3

What is meant by Management by Objective (MBO)? Explain with examples.

(20)

Q.4

What is organizational structure? Explain the types of organizational structure with examples.

(20)

Q.5

What is meant by leadership? Discuss the difference between a leader and a manager.

(20)

Assignment No. 2

Total Marks: 100

Q.1

What is meant by motivation? Discuss any three theories of motivation.

(20)

Q.2

Define effective communication and explain the factors influencing organizational communication.

(20)

Q.3

What is meant by controlling? Discuss different control tools with examples.

(20)

Q.4

Explain the essential skills required for future managers.

(20)

Q.5

Describe the use of communication skills by managers to resolve conflicts with appropriate examples.

(20)

Course Outline

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.