

MBAH 401: MODERN ORGANISATION AND MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

- Objectives**
1. To understand basic management concepts and principles
 2. To Analyze the core management roles, skills, and functions
 3. To make students knowledgeable about historical developments.
 4. To provide theoretical aspects, and managerial process.
 5. To prepare students about the practical applications of management.
 6. To provide insight into core strategic management concepts.
 7. To prepare students for the competitive business world

- Course Outcomes**
1. Acquire knowledge on the evolution of Management discipline
 2. Have understanding about the management concepts.
 3. Be able to solve the problems of organizations in an integrated manner.
 4. Understand the management challenges in the changing business world.
 5. Comprehending & correlating all of the management roles that occur around with basic management concepts and principles.
 6. Understand the overview of its management, management theory and practical applications.
 7. Students should get a clear idea about the Strategic Management concept, its relevance, characteristics, nature, process and purpose.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Basic Concepts: Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing?, Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job.

Module 2, Planning: Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments

Module 3, Organizing: Organization, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations - Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.

Module 4, Decision Making: The Decision-Making Process - Identifying a Problem - Identifying

Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, the Role of Intuition, and the Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach, Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision- Making Biases and Errors. Effective Decision Making - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision.

Module 5, Controlling: Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices.

Module 6, Corporate strategy-A review of theory and practice - Analyzing the environment - the basics- Analyzing markets, competition and co-operation-Developing customer driven strategy. Analyzing the resources - the basics - Analyzing human resources - Analyzing financial resources - Analyzing operations resources

Module 7, The purpose of the organization: Purpose shaped by vision, leadership and ethics - Purpose emerging from knowledge, technology and innovation - Purpose delivered through corporate and business objectives

Module 8, Developing the strategies and the implementation process: Developing strategic options- the prescriptive process - Strategy evaluation and development- the prescriptive process - Finding the route forward- emergent and prescriptive approaches - Organizational structure and style people issues; Resource allocation, strategic planning and control - Government, public sector and not-for-profit strategies - International expansion and globalization strategy - Strategy dynamics and entrepreneurial strategy - Managing strategic change - Building a cohesive corporate strategy.

Reference Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, Tata Mc GrawHill.
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.
4. Richard Lynch, Corporate Strategy, Prentice Hall, 2006
5. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
6. Management – Text & Cases, Satya Raju, PHI, New Delhi.
7. Management, Richard L. Draft, Thomson South-Western
8. Pearce John A and Robinson Richard B-Strategic Management- McGrawHill.
9. Porter Michael E.-Competitive Strategy- Free Press Publication
