

## <MG\_1001>- <Fundamentals of Management>

Form number	COURSE OUTLINE/ DOCUMENT	
QEC-ISOB-DI-CW 0.4		
COURSE INSTRUCTOR INFORMATION	Name	Dr.Nazia Nazeer
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DEGREE INFORMATION	Program	Batch	Section(s)		Semester	1 <sup>st</sup>
	BA/CS	20-22	A	B	Year	2022

COURSE INFORMATION	Course Category C- Core/ E-Elective		Code	Title	Credit hours
	Core/Elective		MG-1001	Fundamentals of Management	3
	Prerequisite(s)				
	TA Required (Yes/ No)	No. of TA(s)	Brief Justification		

TEXT BOOK(S) INFORMATION	Title of Book		Fundamentals of Management	Edition
	Author(s)		Robbin-11 <sup>th</sup> Edition	
	Publisher		Cengage Learning	
Reference Book(s)	1.	Title of Book	Fundamentals of Management	
		Imprint details	Robbins, Coulter, and Decenzo (2020) 11 <sup>th</sup> edition	
	2.	Title of Book		
		Imprint details		
	3.	Title of Book		
		Imprint details		
	Support Material(s)	a.	'FOM Course Pack 2020' of essential reading (compilation of relevant chapters, Griffin (2016) and Robbins, Coulter, and Decenzo (2017))	
		b.	Detailed cases studies or other similar sources	
		c.		
		d.		

<b>Brief Description of Course:</b> (not more than 250 words)	<p>This course introduces the range of the theories, concepts and skills that underpin management theory and practice. The unit discusses the major management concepts and examines the present status and future direction of this growing field of study.</p> <p>Specifically, it aims to enable students to understand the importance of management, understand the development of management thought and practices and utilize the managerial functions of planning, organizing, leading and controlling effectively in business settings. In addition, the future of management is considered in the light of social responsibility, internationalization initiatives and changing management paradigms.</p> <p>The teaching is highly participative and includes interactive lectures, role play exercises and case analyses. The students will also be taken on an industrial visit as part of the course, in which they will visit an organization and get insight regarding its internal working environment and how it functions, as well as useful information related to the practical aspects of the course which cannot be visualized in lectures.</p> <p>This course will encourage students to develop their analytical and critical evaluation skills through analyzing case studies and proposing solutions. Additionally, it will enhance their verbal and written communication ability and team building and management skills by working together on group based assignments.</p>
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<b>Course Objectives (CO):</b> (Brief & unambiguous)... at least 5 COs a. tend to describe specific, discrete units of knowledge and skill b. can be accomplished within a short time frame - still may be relevant for a class period tend to be <b>STATEMENTS OF INTENT</b> ; do not necessarily suggest that the behavior has been demonstrate	
a.	To develop a detailed understanding of the basic managerial functions of planning, leading, controlling and motivating and how they can be used to increase managerial effectiveness.
b.	To develop a strong foundation of knowledge of the different theoretical approaches to management including the classical, humanistic and the management science perspective along with the contemporary extensions.
c.	To provide a basic understanding of the evolution of the business organization and management thought, recognizing the interconnections between developments in these areas.
d.	To develop the ability to discuss and compare different models and approaches to understanding the firm, evaluating these in the context of the business environment and explore the impact of key environmental factors.
e.	To develop a basic understanding of the stages of the strategic management process, from analyzing the internal and external environment all the way through to implementing the strategy.
f.	To develop a basic understanding of the mechanisms for controlling the organization and discuss controlling financial performance, including the use of budgets and financial statements.
g.	To develop the ability to critically evaluate alternative theories of management, recognizing the centrality of decision making and strategic thinking to the managerial role and functions.
h.	To develop the critical, analytical and communication skills of students, though interactive and applied teaching.
i.	
j.	

<b>Learning Outcome (LO):</b> (Brief & unambiguous-with reference to course objectives i.e.at least 5 LOs a. describe broad aspects of behavior which incorporate a wide range of knowledge and skill b. accomplished over time in several learning experiences c. refer to <b><u>DEMONSTRATIONS OF PERFORMANCE</u></b>	
1.	Remember and explain the basic concepts of management.
2.	Explain in sufficient detail, the four functions of management namely planning, organizing, leading and control.
3.	Remember, compare and contrast the alternative theories of management.
4.	Understand, describe and execute the role of ethics, social responsibility, internationalization initiatives and changing management paradigms in the future of management.
5.	Demonstrate and apply knowledge of management concepts to solve a management challenge.

6.	State, explain and demonstrate ideas effectively to an audience.
7.	Select a relevant organization and explain the extent to which the theories and concepts taught in class are implemented in practice, in the form of an original written report.
8.	Demonstrate team working skills by working on group assignments and the course project.

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10
CLO 1										
CLO 2				X						
CLO 3			X	X	X					
CLO 4				X					X	X
CLO 5				X	X					
CLO 6	X	X	X	X						
CLO 7		X	X	X	X					
CLO 8						X	X	X		
CLO 9										
CLO 10										

### Courseware Structure: (Mark X where applies)

<i>Lecture (Lect)</i>	<i>Multimedia (MM)</i>	<i>Exercise (Exer)</i>	<i>IT Labs (Lab)</i>	<i>Case Studies (CAS)</i>	<i>Individual Assignment (Assign)</i>	<i>Group Presentation (G-Pres)</i>	<i>Activates</i>	<i>Simulations</i>
X	X	X		X	X	X	X	X

### COURSE CONTENTS:

Weeks	Contents/Topics**	**Courseware Events (MM/ IT Lab/Case Study/ Assignment/ Presentation etc.)	Reference material and Associated CLO(s)
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Week-01	<b>1 a) General Introductions and introduction to key management concepts</b> <ul style="list-style-type: none"> <li>➤ The definition of management The four management functions Organizational performance: Efficiency and effectiveness Levels of Management</li> <li>➤ Fundamental Management skills</li> </ul> <b>1 b) The evolution of management thinking</b> <ul style="list-style-type: none"> <li>➤ Why study historical perspectives?</li> <li>➤ Classical perspective</li> <li>➤ Behavioral perspective</li> <li>➤ Quantitative perspective</li> <li>➤ Contemporary perspective</li> <li>➤ Management Science or Art</li> </ul>	<b>1a) Discussion:</b> <ul style="list-style-type: none"> <li>• functions of management</li> <li>• managerial skills/competencies</li> </ul>	Robbinson/Griffin (2016) Chapter 1: Pg. 1-24  Associated CLO(s)
Week-02	<ul style="list-style-type: none"> <li>• <b>2 a) The environment and corporate culture</b></li> <li>• The external environment</li> <li>• The organization-environment relationship</li> <li>• Internal Environment</li> <li>• International Environment</li> <li>• <b>2 b) The internal environment- corporate culture</b></li> <li>• Importance of Corporate Culture</li> <li>• Types of Corporate Culture</li> <li>• Determinants of Corporate Culture</li> </ul>	<b>Assignment 1:</b> SWOT Analysis of a firm	Robbinson/Griffin (2016) Chapter 2: Pg. 34-58  Associated CLO(s)
Week-03	<b>3 a) Ethics and Corporate Social Responsibility</b> <ul style="list-style-type: none"> <li>➤ Ethics and social environment</li> <li>➤ Corporate Social Responsibility</li> <li>➤ Greening the business environment</li> </ul> <b>3 b) Ethics and Corporate Social Responsibility</b> <ul style="list-style-type: none"> <li>➤ Individual Ethics in organizations</li> <li>➤ Determinants of Ethical and unethical behavior</li> <li>➤ Corruption in organizations</li> </ul>	<b>3a) Discussion:</b> <ul style="list-style-type: none"> <li>• Is CSR responsibility of businesses?</li> <li>• <b>Article:</b> Is marketing ethics an oxymoron?</li> <li>• World Examples on Ethical Dilemmas of businesses published in popular press</li> </ul> <b>3b) Class room Activity and Discussion:</b> 30 mins Video aired on Dawn program 'Apna Gareeban' by Matiullah Jan	Griffin (2016) Chapter 2: Pg. 34-58  Robbins, Coulter, and Decenzo (2017) Chapter 3: Pg. 80-102  Associated CLO(s)
Week-04	<b>4 a) PLANNING</b> <ul style="list-style-type: none"> <li>➤ Planning and Strategic Management</li> <li>➤ Planning and Organizational Goals (strategic, tactical, and operational)</li> </ul> <b>4 b) Using SWOT analysis to formulate strategies</b>	<b>4b) In Class activity:</b> Using SWOT to formulate strategies  <b>4b) Quiz 1</b>	Griffin (2016) Chapter 3: Pg. 65-89  Associated CLO(s)
Week-05	<b>5 a) Managerial Decision Making</b>	<b>5a) In class Case Analysis:</b>	Griffin (2016)

	<ul style="list-style-type: none"> <li>➤ Nature of Decision Making</li> <li>➤ Rational Decision-Making Process</li> <li>➤ Use of Intuitions</li> <li>➤ Types of Decisions</li> </ul> <p><b>5 b) Judgement and Decision-Making (discussion of case 2)</b></p>	<p><b>Case 1 classroom:</b> The Manager's Memo (Use of rational decision Making)</p> <p><b>Case 2:</b> Dear Diary: my heart is racing for a car.</p> <p><b>5b) Discussion of case 2</b></p> <p><b>Assignment 2:</b> Watch movie '12 Angry Men (1957) 'and summarize the key learning on group Decision Making</p>	<p>Chapter 4: Pg. 98-119</p> <p><b>Slides:</b> Judgement and Decision Making shared by the instructor</p> <p>Associated CLO(s)</p>
<b>Week-06</b>	<p><b>6 a) Biases in Judgement and Decision-Making Slides</b></p> <p><b>6 b) Biases in Judgement and Decision-Making Slides (cont'd)</b></p>	<p><b>6a) In Class activities for biased judgement:</b></p> <ul style="list-style-type: none"> <li>• Muller-Lyer Illusion</li> <li>• Table Illusion</li> <li>• Videos on Optical Illusions</li> <li>• Colors illusion</li> </ul> <p><b>6b) Discussion on Assignment 2 (movie)</b></p>	<p><b>Slides:</b> Judgement and Decision Making shared by the instructor</p>
<b>Week-07</b>	<p><b>7 a) ORGANIZING</b></p> <ul style="list-style-type: none"> <li>➤ Organizational structure and design</li> <li>➤ Basis elements/characteristics of Design</li> </ul> <p><b>7 b) Basic Forms of Organizational Design</b></p> <ul style="list-style-type: none"> <li>➤ Functional vs divisional vs matrix</li> <li>➤ Emerging issues in organizational design</li> </ul>	<p><b>7a) Quiz 1</b></p> <p><b>7b) In class Activity:</b> Debate on pros and cons of numerous designs</p>	<p>Griffin (2016) Chapter 6: Pg. 159-183</p> <p>Associated CLO(s)</p>
<b>Week-08</b>	<p><b>8 a) Managing Human Resources</b></p> <ul style="list-style-type: none"> <li>➤ Strategic importance of HRM</li> <li>➤ Core HR functions</li> <li>➤ Attracting, hiring, developing, and retaining HR</li> </ul> <p><b>8 b) Managing Change and Diverse workforce in a Changing environment</b></p> <ul style="list-style-type: none"> <li>➤ Diversity and its impact</li> <li>➤ Diversity and Inclusion</li> <li>➤ Managing Diversity</li> <li>➤ Demographic Changes</li> <li>➤ Changing values of work cohorts (Generations)</li> </ul>	<p><b>8a) In class Activities: Job Ad</b></p> <p><b>8b) Discussion: managing diversity, changing values across generations</b></p>	<p>Griffin (2016) Chapter 8: Pg. 223-251</p> <p>Associated CLO(s)</p>
<b>Week-09</b>	<p><b>9 a) Midterm exam</b></p> <p><b>9 b) Handout and explain semester project</b></p>	<p>Midterm exam (20%) Semester project (10%)</p>	

<p><b>Week-10</b></p>	<p><b>10 a) LEADING</b></p> <ul style="list-style-type: none"> <li>➤ Basic elements of human behavior</li> <li>➤ Personality</li> <li>➤ Attitudes</li> <li>➤ Perceptions</li> </ul> <p><b>10 b) Managing Employees Motivation and Performance</b></p> <ul style="list-style-type: none"> <li>➤ Content Perspectives on Motivation</li> <li>➤ Process Perspectives on Motivation</li> <li>➤ Reinforcement perspective</li> <li>➤ Empowerment</li> </ul>	<p><b>10a) In class Activity:</b></p> <p><b>10b) In class Activity:</b> Goal setting theory's application</p>	<p>10a) Griffin (2016) Chapter 9: Pg. 260-284</p> <p>10b) Griffin (2016) Chapter 10: Pg. 292-316</p> <p>Associated CLO(s)</p>
<p><b>Week-11</b></p>	<p><b>11 a) Leadership and Influence Processes</b></p> <ul style="list-style-type: none"> <li>➤ What is leadership?</li> <li>➤ Leadership and Power</li> <li>➤ Approaches to Leadership (traits, behavioral etc.)</li> <li>➤ Cross Cultural Leadership</li> </ul> <p><b>11 b) Politics and Influence tactics (slides on persuasion)</b></p> <p><b>Show up and discussion of exam</b></p>	<p><b>11a) In class Activity:</b></p> <p><b>11b) In class Activity:</b></p>	<p>11a) Griffin (2016) Chapter 11: Pg. 326-351</p> <p>11b) The psychology of persuasion by Robert, B. Cialdini</p> <p>Associated CLO(s)</p>
<p><b>Week-12</b></p>	<p><b>12 a) Communication in Organizations</b></p> <ul style="list-style-type: none"> <li>➤ Communication and the Manager's job</li> <li>➤ Forms of communication.</li> <li>➤ Informal communication</li> <li>➤ Managing organizational communication</li> </ul> <p><b>12 b) Miscommunication</b></p>	<p><b>12b) Quiz 2</b></p> <p><b>12b) Outdoor Activity:</b> Miscommunication when the channels are too many.</p>	<p>Griffin (2016) Chapter 12: Pg. 361-383</p> <p>Associated CLO(s)</p>
<p><b>Week-13</b></p>	<p><b>13 a) Managing Work Groups and teams</b></p> <ul style="list-style-type: none"> <li>➤ Types of Groups</li> <li>➤ Characteristics of groups</li> <li>➤ Why form groups?</li> <li>➤ Stages of group/team development</li> </ul> <p><b>13 b) Interpersonal and intergroup conflict</b></p> <ul style="list-style-type: none"> <li>➤ Nature of Conflict</li> <li>➤ Causes of Conflict</li> <li>➤ Managing Conflict</li> <li>➤ Negotiation</li> </ul>	<p><b>13a) In class Activity:</b> The Marshmallow challenge.</p> <p><b>13a) In class video:</b> Asch's experiment on group conformity</p> <p><b>13a) Assignment 3:</b> Watch movie 'Remember the titans 'and summarize</p>	<p>Griffin (2016) Chapter 13: Pg. 391-416</p> <p>Associated CLO(s)</p>

		the key learning on group formation  <b>13b) Discussion:</b> Assignment 3  <b>13b) In class Activity:</b> Negotiation Exercise	
<b>Week -14</b>	<b>14 a) CONTROLLING</b> ➤ Basic Elements of Control ➤ Managing Control in Organizations  <b>14 b) Case Discussion</b>	<b>12b) Case Discussion:</b>	Griffin (2016) 292-317
<b>Week-15</b>	<b>15 a) Covering any remaining parts of the lectures</b> <b>15 b) Project Presentations</b>	Project submission Project presentation	
<b>Week-16</b>	<b>16 a) Project Presentations</b> <b>16 b) Revision lecture</b>		

\*\* columns are subject to variations / appropriations

## INDIGENOUS MATERIAL USED:

S. No	Material /Activity	Associated Topic
1.	Assignment 1: SWOT Analysis of a firm	Planning
2.	3b) Class room Activity and Discussion:	Managerial Ethics
3.	8a) In class Activities: Job Ad	Organizing (HR)
4.	8b) Discussion: managing diversity, changing values across generations	(Organizing, Leading)
5.		
6.		

## Recommended Web links:



Grading Criteria		
	ABSOLUTE Grading (with additive factor)	RELATIVE Grading

### Marks Distribution:

Particulars	% Mark	*Weight Ranges
1. Assignments	10	5 ~ 10
2. Mid Exam	20	10 ~ 15
3. Project(s)	10	8 ~ 10
4. Final Exam	50	40 ~ 50
5. Class participation	10	2 ~ 10
<b>Total:-</b>	<b>100</b>	<b>100</b>

\*Weight Ranges as defined in NeON

### Planned Courseware Events:

Particulars	Planned (Qz/As/Labs)	Remarks
1. Quizzes	< or = 4	All quizzes unannounced
2. Assignments/	>2 & <5	Individual assignments
3. Presentations	=>1	Mostly group assignment
4. Labs	< or = 4	Individual Lab Exercises

### QUALIFYING ATTENDANCE

You must attend every class for your own personal benefit. Please refer to university policy of minimum attendance requirement. Failing to conform qualifying attendance threshold, the student will stand debarred from sitting in the examination and assigned with "F" Grade.

### Academic and Moral Integrity:

All assignments should be your own work (or your group's when approved). PLAGIARISM will be awarded with "F" grade and/or reported to the University for academic and moral misconduct. To protect yourself, ALWAYS PROVIDE REFERENCES!

### Instructions / Suggestions for STUDENTS for satisfactory progress in this course:

- ✓ FAST has a 100 percent attendance policy. However, students are allowed to sit in the final exam if they have at least 80 percent attendance.
- ✓ Do not schedule other appointments during your lecture time, still If you miss a lecture; Ask for a copy of the lecture notes. Get a good, readable and reliable copy and work through it carefully and diligently.
- ✓ Plagiarism in any part of the course can lead to an F in the whole course.
- ✓ On average, most students should find at least three hours outside of class for each class hour for satisfactory learning.
- ✓ **Note:** Counseling hours are displayed outside the doors of permanent faculty members for providing extra guidance to students. However, students are welcome to get help from the instructor at all times.
- ✓ If you encounter academic difficulties in your course, do not wait, contact your instructor or advisor in designated counseling hours and seek appropriate levels of assistance to help resolve your academic apprehensions.
- ✓ Inform your course instructor, advisor, administrator or staff person of your concerns and provide them with all relevant information on the challenges you are facing.
- ✓ Read the objectives and learning outcomes well; students are expected to attain the intended learning outcomes.
- ✓ Plan all of your activities; use the calendars, things to do list, reminders or other resources to help you keep track of important tasks, course assignments, quizzes, examination dates and deadline dates as well as your co-curricular activities.



- ✓ Students unable to submit an assignment by the due date should discuss the matter in advance with the course instructor. At the instructor's discretion, late assignments may not be accepted. Where late assignments are accepted, a late penalty of 10% per day will be levied.
- ✓ **Assignments/ Activities:** They are not meant simply for grades, but to reinforce your learning. Assignments are due on time. Each day late will lower your assignment grade by 10%. Apart from value of content, spelling, grammar, punctuation, and good presentation (printing and paper quality) will figure into your assignment grade.
- ✓ Copying other students' work or allowing your own work to be copied, both are considered cheating.
- ✓ You must logged in to your SLATE account at least once in every 24 hours for announcements, assignments, lecture notes and messages
- ✓ Check NEON regularly for your attendance, and evaluations.
- ✓ You need to enter the lecture room fully awake and able to devote your best concentration, for this go to bed at reasonable times and take optimum sleep.
- ✓ Come to each lecture properly prepared, bring in last lectures' notes, text books, ball points/pencils, laptops and calculators etc
- ✓ Use the few minutes you usually have before the start of each class to review the prior lectures' notes and homework. This will save us valuable in-class time to work on new material.
- ✓ Chapters should be read and homework/exercises should be attempted before class.
- ✓ Do not get behind. You are encouraged to work with other students.
- ✓ The homework assigned is a minimum. You should always work extra hours on your own.
- ✓ Develop a learning habit rather than memorizing; work in groups, whenever appropriate.
- ✓ Apply the learned principles and gained knowledge; be creative in thinking.
- ✓ To guard against errors, please keep copies of the papers you turn in and retain all graded assignments for your reference.
- ✓ It is the responsibility and duty of students to become acquainted and abide by all the policies and rules of the FSM.

**SEPECIAL  
INSTRUCTIONS**  
(Specific to the subject being  
taught)