

BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE, PILANI (RAJ.)

INSTRUCTION DIVISION

FIRST SEMESTER 2016-17

Course Handout (Part II)

DATE: 02/08/16

In addition to Part I (General Handout for all courses appended to the time table) this portion gives further specific details regarding the course.

Course No. : MBA G502

Course Title : Business Structure and Process

Instructor-in-charge : Anil Bhat

Co-Instructor : Neetu Yadav

Scope and Objective

This course is an introductory course in management and will acquaint the candidate to the entire gamut of terms, concepts, and processes of business and organizations. It will trace various developments in Management Theory. Its coverage includes the varied dimensions and aspects of management in organizations —as a function, as a structure and as a process.. It will also cover essential managerial competencies as well as sensitize student to the issues related to international management

At the end of the course, the candidate should be able to understand the nature of managerial work as also different managerial competencies required of him in making his organization both effective as well as efficient. The candidate will also gain an understanding about different areas of an organization and their linkages.

Text Books

** Stephen P. Robbins, *Organization Theory, Structure, Design and Application*, PHI, New Delhi, 2005.

*** Anil Bhat & Arya Kumar, *Principles of Management: Competencies, Processes and Practices*, 2e, Oxford University Press, 2016

References Journals for “Term Paper”

- Harvard Business Review
- MIT Sloan Management Review
- Academy of Management Journal
- Vikalpa, IIMB Review, & Decision

Course Plan

Lecture No.	Learning Objectives	Topics to be covered	Reference
1-3	To Introduce the role of management in Modern Organizations	Introduction, Organizations, managerial functions, Managerial Roles, Managerial skills	Ch 1***
4-6	To Understand the evolution of Management theory and appreciate contributions from various schools of thought to the Modern Management principles, processes and practices	Major schools of Management Thought, Classical, Behavioral, Quantitative, Systems, Contingency & other Contemporary approaches.	Ch 2***
7-8	To learn four approaches to organizational effectiveness	Goal-Attainment approach, Systems Approach, Strategic-Constituencies Approach, Competing-values Approach	Ch.3**
8-9	To comprehend Planning process	Steps involved in planning process, Levels of Planning, Strategic, Tactical & Operational, SWOT Analysis, MBO	Ch 4***
10-15	To understand different dimensions of Organizational structure and ways of Organizing (departmentation)	Job Specialization, Behaviour Formalization, Centralization, Departmentation, Span of Management, Mintzberg's Organizational Typology,	Ch.5*** Ch.4 **
16-20	To discuss what causes Organizational Structure – Strategy, Size, Technology & Environment.	Effect of Strategy & Situational factors[size, environment, technology] on Organizational Structure.	Ch.6,7,8**
17-19	To understand the context of Management Practice : Business Environment & Society	External Environment, Michael Porter's Competitive Analysis, Businesses forms, Corporate Social Responsibility, Business Ethics	Ch.3***
20-25	To understand different organizational functions viz.	Finance, Marketing, HRM, Production & Operations Management, MIS .	T.B2
26-35	To become aware of different Managerial Competencies	Experiential learning of different Managerial competencies	T.B2
36-40	To understand the importance of managing across cultures	Hofstede's cultural dimensions, Project GLOBE ,Global Strategies, theories of Multinational Corporation.	Ch.46***

4. Project

Each group has to take up a **project** by selecting any “management” problem of interest that is within the scope of the course and collect primary data. The progress in the project will be continuously monitored and evaluated. A written report of the same will have to be finally submitted to the instructor and also presented before the class.

Five to six cases will be used in the course and the evaluation will be based on the group effort, report and classroom discussion.

Note: Highest level of Intellectual integrity is expected of students while they work on term papers/projects in terms of giving proper acknowledgement and avoiding plagiarism.

5. Evaluation Scheme:

EC NO.	Evaluation Component	Duration	Weightage (%)	Date, Time & Venue	Nature of Components
1.	Test - I	50 mins	20		CB
2.	Class participation/Term papers		10		
3.	Project Report/Presentation		20		Group work
4.	Cases : Report & classroom discussion	4x5	20		Group work
5.	Compre. Exam	3 hours	30	5/12 AN	CB

5. Chamber Consultation: To be announced in class

6. Notices: All notices concerning this course will be displayed on the Management Group Notice Board only.

7. Makeup: No make-ups will be given **except** on genuine medical grounds and **only** with prior permission from Instructor-in-charge.

**Instructor - in - Charge
: MBA G502**