

**BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE, PILANI (RAJ.)**  
**INSTRUCTION DIVISION**  
**FIRST SEMESTER 2015-2016**

**Course Handout (Part II)**

**Date: 03/08/2015**

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 C314**

**Course Title : Business Structure and Process**

**Instructor-in-charge : Anil Bhat**

**1. 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 organizations. It will trace various developments in Management Theory. Its coverage includes the varied dimensions and aspects of management in organizations —functions, structures and processes. The candidate will be familiarized with the dimensions and determinants of organization structure in order for him/her to critically analyze suitability of an appropriate structural form in a given context.

The candidate will be able to comprehend the nature of managerial work as also different managerial competencies required of him/her in making his/her organization both effective as well as efficient. The candidate will also gain an understanding about different areas of an organization and their linkages.

**2.Text Books**

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

\*\* Anil Bhat & Arya Kumar, *Management: Principles, Processes and Practices*, Oxford University Press, 2008

**3.Reference Articles will be sourced mainly from the following journals**

Harvard Business Review, MIT Sloan Management Review, Academy of Management Journal, Academy of Management Review, Vikalpa, IIMB Review, Decision, McKinsey Quarterly

**4.Course Plan**

<b>Lecture No.</b>	<b>Learning Objectives</b>	<b>Topics to be covered</b>	<b>Reference</b>
1-3	To Introduce the role of management in Modern Organizations	Introduction, Organizations, managerial functions, Managerial Roles, Managerial skills	Ch 1* 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* 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**

## 5. Project

Each student 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.

**6. Case Studies:** Seven case studies will be taken up in the class. Six of them will be evaluative and one illustrative.

**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. Students are also expected to submit their assignments on time failing which these may not be evaluated.]*

## 7. Evaluation Scheme:

EC NO.	Evaluation Component	Duration	Weightage (%)	Date, Time & Venue	Nature of Components
1.	Mid Semester test	90 Min.	25	6/10 10:00 - 11:30 AM	Closed Book
2.	Assignments/Term papers/Surprise quizzes	3+3+3+2	11		
3.	Case Write-ups and participation	6X4	24		
4.	Project Report/Presentations		10		
5.	Compre. Exam	3 hours	30	3/12 AN	Closed Book

**8. Chamber Consultation:** To be announced in class.

**9. Notices:** All notices concerning this course will be displayed on the Management Department Notice Board only.

**10. 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 C314**