

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: Business Management

Course Code: BSC- 301

Credit Hours: 03

Program: BS Accounting and Taxation

Semester: III

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**1.0 Introduction of the Course**

Business organizations are becoming more and more complex in their structures, functions, and operations. In this context, it is imperative to understand how business organizations are managed to ensure efficiency and effectiveness. This course provides a basic overview of principles of management in this regard.

**2.0 Pre-Requisites Course or Other Requirements/Skills:**

BSAT-102 Accounting, Business, and Society

**1.0 Course Learning Outcomes:**

1. Understanding scope and functions of business management
2. Learning to conduct external and internal strategic analysis
3. Understanding organizational and cultural factors within the scope of business management
4. Understanding organizational behaviors and their implications for business management

**4.0 Course Contents:**

<b>Management and Organizations</b>	Introduction to Management, Importance, Managerial Levels, Management Functions, Management Roles, Management Skills
<b>History of Management Thought</b>	Industrial Revolution, Scientific Management, General Administrative theories, Quantitative Approach to management, Behavioral Approach, Systems Approach, Contingency Approach, Current Trends (Diversity, Entrepreneurship, Ethics, Social Responsibility, Knowledge Management, Quality Management). Organizational Culture and Environment, Managing in a global Environment.

<b>Planning</b>	Introduction, Importance, Types of plans, Establishing goals, decision making process, planning tools (environment scanning, forecasting, benchmarking, budgeting, scheduling)
<b>Organizing</b>	Introduction to organizations, organizational structure, elements of organizational structure, organizational design. Organizational culture and its ingredients
<b>Leading</b>	Understanding groups, group development, group structure, groups vs. teams, motivation, early theories of motivation (Maslow, Herzberg, McGregor's), and introduction to leadership.
<b>Controlling</b>	Introduction to control, importance of controlling for organizations, the control process,

### Weekly Lecture Plan

Weeks	Topics	OBJECTIVE	
<b>1<sup>ST</sup> WEEK</b>	Management and Organizations: why managers are important, who are managers and where they do work? What do managers do? Management functions, Mintzberg's Roles and management skills, Why study management? Concept of Universality of management, How is manager's job changing today?	To develop conceptual skills so that students are able to integrate previously learned aspects of corporations. To develop a better understanding of the present and future environments in which corporations must function To develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner	
<b>2<sup>ND</sup> WEEK</b>	Management History: Industrial Revolution, Scientific Management, General Administrative theories, Quantitative Approach to management, Behavioral Approach, Systems Approach, Contingency Approach, Current Trends: Diversity, Entrepreneurship, Ethics, Social Responsibility, Quality Management		
<b>3<sup>RD</sup> WEEK</b>	Organizational Culture and Environment: Omnipotent and symbolic views of management, components of external environment, how environment affects managers, organizational stakeholders, why manage stakeholders relationship? Organizational culture and its dimensions, strong v/s. weak culture, sources of organizational culture, how employees learn culture, how managerial decisions affected by culture, Current issues: creating an innovative culture, ethical culture, creating a customer responsive culture, work place spirituality		
<b>4<sup>TH</sup> WEEK</b>	Managing in a global Environment: understanding the global environment, different types of international organizations, how organizations go international?		
<b>5<sup>TH</sup> WEEK</b>	Managing diversity: what is work place diversity? Why it's important to manage diversity? Types of workplace diversity, challenges in managing diversity, workplace diversity initiatives		
<b>6<sup>TH</sup> WEEK</b>	Managing social responsibility and ethics: what is social responsibility? Green management and sustainability, managers and ethical behavior and its factors, ethics in an international context, encouraging ethical behavior, social responsibility and ethics issues in Today's world		
<b>7<sup>TH</sup> WEEK</b>	Overview of the covered course/ Quiz		
<b>8<sup>TH</sup> WEEK</b>	PRESENTATIONS		
<b>MID TERM EXAMINATION</b>			
<b>9<sup>TH</sup> WEEK</b>	Planning; managers as Decision Makers: Decision making process, managers making decisions, types and conditions of decision making, decision making styles, effective decision making in today's world		To develop a framework of analysis to enable students to identify central
<b>10<sup>TH</sup> WEEK</b>	Foundations of planning: what and why of planning, goals and		

	plans and their types, approaches of goal setting and plan development, planning tools (environment scanning, forecasting, benchmarking, budgeting, scheduling), contemporary issues in planning, concept of strategic management	issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action
11 <sup>TH</sup> WEEK	Organizing; basic organizational Design: designing organizational structure (work specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization)	
12 <sup>TH</sup> WEEK	Mechanistic and organic structure, contingency factors affecting structural choice , an overview of traditional organizational designs, Managing teams: groups and group development, work group performance and satisfaction, turning groups in effective teams, current issues	
13 <sup>TH</sup> WEEK	Leading: Motivating Employees: what is motivation? Early and contemporary theories of motivation ((Maslow, Herzberg, McGregor's, goal setting, reinforcement, equity), managers as leaders.	
14 <sup>TH</sup> WEEK	Controlling: what is controlling and why is it important? What is organizational performance? Measures of organizational performance and tools of measuring organizational performance	
15 <sup>TH</sup> WEEK	Overview of the covered course/ Quiz	Revision
16 <sup>TH</sup> WEEK	PRESENTATIONS	Student's evaluation, how they perceive the subject. building confidence level of students
<b>FINAL TERM EXAMINATION</b>		

### **Unit-I: Basics of Business Management**

- 1.1 Management and leadership, their nature and scope
- 1.2 Leader vs. manager
- 1.3 Role of managers enunciated by Henry Mintzberg
- 1.4 Functions of Management: Planning, organizing, leading, and controlling
- 1.5 Role and skills of management
- 1.6 Managerial levels: roles, skills and hierarchy

### **Unit-II: Classical Approaches to Management**

2.1 Principles of scientific management by Fredrick Taylor

2.2 Management principles by Fayol and Urwick

2.3 Theories of management by Weber, Rosemary, Stewart, and Elton Mayo

2.4 Theories of management by Peter Drucker, Rosabeth Moss Kanter, and Mintzberg

2.4 Criticism on scientific management and classical theory

2.5 Bureaucratic organization and its critique

### **Unit-III: Behavioral and Management Science Approach**

3.1 Hawthorne experiments on human relation approach, their significance and implications for management

3.2 implications of experiments for management and organizational behavior

3.3 theory X, theory Y, and theory Z for their implications and differences

3.4 Operations research in business sciences

3.5 Management skills relating to time and stress management, innovation, creativity, communication, mentoring and leadership

### **Unit-IV: External Factors and Business Management**

4.1 Direct and indirect interactive forces including political, legal, health, and safety and consumer protection forces that may affect organizational environment

4.2 Implications of external factors for business

4.3 Social, demographical, ecological, and competitive factors impact business environment

4.4 PESTEL

4.5 Competitors, supplier, labor, customers, and other external stakeholders

### **Unit-V: Organizational Structure**

5.1 Mission and vision of an organization, nature of organizational structure and different types of organizations

5.2 Different stakeholders of business

5.3 Organizational structures and their salient features: matrix, functional, divisional, virtual

5.4 Contingency theory of organization structure: Burns and Stalker mechanistic and organic structure, Mintzberg's five building blocks for organizational configuration with examples of six organization configuration

5.5 Pros and cons of different organizational structure

### **Unit-VI: Organizational Change and Change Management**

6.1 External forces creating changes in the performance of organizations

6.2 Change and process of change, and forms of reaction to change

6.3 Managing strategic change: change management, change levers, and management skills

6.4 Approaches to change management: Lewin's force field analysis, Lewin's three step approach, the change agent, Gemini 4 Rs and Mckinsey's 7s approach

### **Unit-VII: Organizational Culture**

7.1 Organizational culture and its different levels with examples

7.2 Different types of cultures and their efficacies in context of organizational performance

### **Unit-VIII: Perception and Attitude**

8.1 Perception and its process, and it's their affect

8.2 Differentiate between sensation and perception

8.3 Understanding perceiver (internal factors) and perceived (external factors), their characteristics that affect perceptual selectivity

8.4 Perceptual problems/ distortions in dealing with other people like stereotyping and halo effect etc.

8.5 Attitude, its components, with reference to organizational culture

8.6 Differences between cognitively based attitudes and affectively based attitudes

8.7 Difference between implicit and explicit attitudes

8.8 Cross cultural differences in the bases for attitudes

8.9 Relationship between attitude and behavior

### **Unit-IX: Job Satisfaction and Stress**

9.1 Meaning and outcomes of job satisfaction

9.2 Means to enhance satisfaction

9.3 Stress and its causes

9.4 General categories of stressors or triggers of job stress that affect performance

9.5 Consequences of stress and strategies to cope up with stress

### **Unit-X: Motivation, Organizational Justice, and Theories**

10.1 Understanding motivation with examples

10.2 Maslow need hierarchy model, its strengths and weaknesses

10.3 Herzberg's two factor theory and its criticism

10.4 McClelland's theory of needs and difference between intrinsic and extrinsic motives

10.5 Goal setting theory, its dimensions, its mechanism, and how to set effective goals and related problems in goal setting

10.6 Self-efficacy: high and low self-efficacy

10.7 Law of effect, concept of reinforcement: positive and negative reinforcers

10.8 Organizational justice and its three components: distributive, procedural, and interactional

10.9 Equity theory and its implications

10.10 Vroom's expectancy theory, its three elements: expectancy, instrumentality, and valence

### **Unit-XI: Leadership and theories**

11.1 Leadership, its styles: free rein, engaging, participative, task oriented, and autocratic

11.2 Different theories of leadership: trait theories, Blake and Mouton theory, situational and contingency theories

11.3 Tannenbaum and Schmidt's continuum model of leadership styles

11.4 Principles and need for adaptive change

11.5 Roles, skills and activities of leadership

## **Unit-XII: Group Dynamics and Team Work**

12.1 Teams and groups, scope and differences

12.2 Individual and group behavior at work, formal and information group behavior

12.3 Balance theory of group formation

12.4 Concept and stages of team formation, team roles and performance of effective and ineffective teams

12.5 Stages of group development, factors affecting group cohesiveness

12.6 Making teams more effective

## **Unit-XIII: Conflict and Negotiation**

13.1 Conflict, its types and resolution process

13.2 Intergroup and individual level conflicts

13.3 Pros and cons of conflict in organization

13.4 Intra-individual conflicts with model of frustration

13.5 Physical, psychological and behavioral problems that occur due to conflict

13.6 Negotiation, its various stages and skills for effective negotiations

13.7 Role of mediators, arbitrators, conciliators, and consultants

## 13.8 Low risk and high risk techniques of negotiation

**5.0 Teaching-Learning Strategies:**

Lectures, discussions, presentations, quiz & assignments

**6.0 Assignments:**

Students would submit assignments on regular basis throughout semester.

**7.0 Assessment and Examinations:**

Sessional	Mid-Term	Final Examination
Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	Written Paper	Written Paper

**8.0 Textbooks:**

1. CAF-04 Business Management and Behavioural studies by ICAP
2. Daft, R. L., & Marcic, D. (2016). Understanding management. Cengage Learning.
3. Robbins, S. P., & Coulter, M. (2017). Management 13E. Pearson India.
4. Robbins, S. P. (2021). organizational-behavior.