



# Managing Teams & Organizations

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**National University of Sciences & Technology**

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## Course Details:

Course Title: Managing Teams and Organizations

Course Code: MGT-828

Prerequisite: None

Credit Hours: 3

## Course Description:

“Management means, the substitution of thought for brawn and muscle, of knowledge for folklores and tradition, and cooperation for force”

Peter Drucker

In business, there is no replacement for management. Companies may fly high for a while, but cannot do well for very long without good management. Nobody can imagine succeeding personally and professionally without incorporating a sound management ethic. The modern workplace requires managers to inspire teams and build organizations in uncertain environments.

Management is a process of planning, organizing, leading and controlling the human resources, financial, physical, and information resources of an organization to reach its goals efficiently and effectively. It makes human effects more productive and brings better technology, products and services to our society. This course will empower you with the requisite knowledge and skills to impact teams and organization in pursuance of goals.

## Course Learning Outcomes:

The course learning outcomes are defined as follows;

- **CLO 1: Explain** the primary functions, i.e. planning, organizing, leading and controlling, of management with a view to improving the efficiency and effectiveness of work.
- **CLO2: Interpret** traditional and contemporary tools and techniques in the course of dispensing the responsibilities of a manager.
- **CLO3: Apply** practical skills and personal competencies that are required for a managerial and leadership position.
- **CLO4: Analyze** managerial and organizational problems while engaging key stakeholders and satisfying decision criteria.

## Mission, Goals and Learning Objectives of EMBA:

The mission, goals and learning objectives of the EMBA Program as defined by NBS statutes are as follows;

### Mission

To prepare mid-career professionals for leadership positions who can impact the industry and society.

### Goals & Learning Objectives

- Goal 1: Students will be capable of critical thinking.
  - LO 1.1: Students will be able to solve problems with the application of business knowledge.
  - LO 1.2: Students will be able to evaluate competing decision criteria and alternatives.
- Goal 2: Students will demonstrate leadership skills.
  - LO 2.1: Students will be able to develop the ability to lead and manage in teams.
  - LO 2.2: Students will be able to make sound decisions.
- Goal 3: Students will learn to communicate effectively.
  - LO 3.1: Students will be able to communicate effectively in oral presentations.
  - LO 3.2: Student will be able to create professional reports.
- Goal 4: Students will deal with the ethical dilemmas that arise in a business environment.
  - LO 4.1: Students will be able to identify ethical concerns emanating from a business situation.
  - LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives.

### Mapping LOs with CLOs

The mapping of EMBA Program Objectives with Course Learning Outcome is as follows:

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1	✓									Mid & End Semester Exam, Quiz
CLO 2		●								Quiz, Assignment
CLO 3			✓							Experiential Activity
CLO 4				●						Case Study, Assignment

Note: ✓ indicates mapped and assessed CLO, ● indicates mapped but not assessed CLO, X indicates unmapped CLO

### Required Course Material:

The textbook for this course is;

- Robbins, S. P. and Coulter, M. A., 2012, Management, 11th Edition, Pearson

A case pack will be handed out to you in the first week. It contains all HBR cases of the course. You must acquire this course pack to perform well in the semester. Role-plays and assignments will be handed out as per requirement.

## Course Evaluation:

The breakdown of items in course weightage is as follows;

Type of Assessment	Weightage	Frequency
Mid Semester Exam	15%	Once in the semester
End Semester Exam	25%	Once in the semester
Case Study	10%	4 sessions in the semester
Quiz	10%	3 quizzes in the semester
In Class Experiential Exercises	20%	4 in the semester
Assignments	20%	2 in the semester.

## Weekly Schedule:

The course content is structured in 5 modules that enable easy understanding and learning. The weekly breakdown of the course is given below. The weekly timeline is subject to changes if the need is felt to integrate further topics and cases.

Week	Lecture / Topic	Readings / Activity	Objective
1	<b>Introduction to the Course</b> <ul style="list-style-type: none"> <li>▪ Introduction to the participants</li> <li>▪ Course outline</li> <li>▪ Course policies</li> <li>▪ Course rationale</li> </ul>	Course Outline How to Analyze Cases	Clear articulation and commitment on course deliverables.
2	<b>Module 1: Introduction to Management</b> <ul style="list-style-type: none"> <li>▪ Management History</li> <li>▪ Environment, Internal &amp; External</li> <li>▪ Culture, Strong &amp; Weak</li> <li>▪ Omnipotent or Symbolic view</li> </ul>	Text - Chapter 1 & 2  In Class Handout – Management in Early 20 <sup>th</sup> Century  <b>Assignment 1:</b> Management in MNEs	Introduction to the history and evolution of management in society and business. CLO1
3	<b>Module 1: Introduction to Management Global Environment &amp; CSR</b> <ul style="list-style-type: none"> <li>▪ Trade Alliances &amp; Mechanisms</li> <li>▪ Types of Diversity</li> <li>▪ Ethics and Social Responsibility</li> </ul>	Text – Chapter 3 & 5  <b>Quiz 1</b>	Examining the macro environment and interpreting its impact on business. CLO2

4	<b>Module 2: Planning for Teams and Organizations</b> <b>Decision Making and Planning</b> <ul style="list-style-type: none"> <li>▪ Decisions Making Process</li> <li>▪ Types of Decisions</li> <li>▪ What and Why of Planning</li> <li>▪ Goals and Plans</li> </ul>	Text - Chapter 7 & 8  <b>Case Session 1:</b> Apple and its Suppliers: Corporate Social Responsibility	Understanding the process and types of decision making. CLO1
5	<b>Module 2: Planning for Teams and Organizations</b> <b>Strategic Management</b> <ul style="list-style-type: none"> <li>▪ Strategic Management Process</li> <li>▪ Competitive Strategy</li> <li>▪ Corporate Strategy</li> </ul>	Text - Chapter 9  <b>Quiz 2 / Submission of Assignment</b>	Identifying the levels and process of strategic management. CLO2
6	<b>Module 2: Planning for Teams and Organizations</b> <b>Planning Tools and Techniques</b> <ul style="list-style-type: none"> <li>▪ Scanning</li> <li>▪ Benchmarking</li> <li>▪ Budgeting</li> <li>▪ Project Management</li> <li>▪ Scenario Planning</li> </ul>	Text – Chapter 9  <b>Case Session 2:</b> Netflix : Will Content be Enough?	Comparing the use and value of various strategic management tools. CLO2
7	<b>Module 3: Organizing for Teams and Organizations</b> <b>Organizational Design</b> <ul style="list-style-type: none"> <li>▪ Design Principles</li> <li>▪ Mechanistic &amp; Organic structure</li> <li>▪ Functional, Divisional and Matrix</li> <li>▪ Contemporary Structures</li> </ul>	Text – Chapter 10, 11  <b>Experiential Exercise 1:</b> Quantitative and Qualitative Decision Making Exercise	Exercising decision-making on multiple conflicting issues in a team. CLO3.
8	<b>Module 3: Organizing for Teams and Organizations</b> <b>Managing Teams</b> <ul style="list-style-type: none"> <li>▪ Group Development</li> <li>▪ Performance and Satisfaction</li> <li>▪ Effective Teams</li> </ul>	Text - Chapter 13  <b>Experiential Exercise 2:</b> Strategy Exercise on BMP Policy	Simulating group formation, development and output for strategic planning. CLO3
9	<b>Mid Semester Examination</b>		
10	<b>Module 3: Organizing for Teams and Organizations</b> <b>Human Resource Management</b> <ul style="list-style-type: none"> <li>▪ HRM Process</li> <li>▪ Identifying, Selecting, Training, Compensating and Appraising</li> </ul>	Text – Chapter 12	Relating the functions of HRM to effective management. CLO1

11	<b>Module 4 – Leading Teams and Organizations Behavior &amp; Communication</b> <ul style="list-style-type: none"> <li>▪ Attitudes, Personality, Perception and Learning</li> <li>▪ Interpersonal Communication</li> <li>▪ Organizational Communication</li> </ul>	Chapter 14 & 15  <b>Case Session 3</b> – Automating Paris Subway	Contrasting the levels and types of communication in a firm. CLO2
12	<b>Module 4 – Leading Teams and Organizations Motivation</b> <ul style="list-style-type: none"> <li>▪ Early Motivation Theories</li> <li>▪ Contemporary Motivation Theories</li> <li>▪ Economic and Cultural Challenges</li> </ul>	Text – Chapter 16  <b>Experiential Exercise 3:</b> OB & HR Exercise / John Janssen and Company, Mike and Vicky	Solving behavior and human resource challenges faced by individuals and teams. CLO3
13	<b>Module 4 – Leading Teams and Organizations Leadership</b> <ul style="list-style-type: none"> <li>▪ Early Leadership Theories</li> <li>▪ Contemporary Leadership Theories</li> <li>▪ Issues and Challenges</li> </ul>	Text Chapter 17  <b>Case Session 4:</b> HBS Case - Army Crew Team	Identifying and contemporary and classical theories of leadership. CLO1
14	<b>Module 5 – Controlling Teams and Organizations Management Control</b> <ul style="list-style-type: none"> <li>▪ Control Process</li> <li>▪ Controlling Organizational Performance</li> <li>▪ Tools and Techniques</li> </ul>	Text – Chapter 19  <b>Quiz 3</b>	Explaining the process and tools of control in a firm. CLO2
15	<b>Module 5 – Controlling Teams and Organizations Managing Operations</b> <ul style="list-style-type: none"> <li>▪ Value Chain</li> <li>▪ Services and Manufacturing</li> <li>▪ Tools and techniques</li> </ul>	Text – Chapter 20  <b>Experiential Exercise 4:</b> Exercise on Control / Case - Little Law	Diagnosing the control and measurement problems for a critical position. CLO3
16	<b>Capstone Assignment in Management</b> <ul style="list-style-type: none"> <li>▪ Integration of all management functions</li> </ul>	<b>HBS Exercise</b> –Oil Spill Disaster or Conquering K2/ TBD	Exercising integrated and all-encompassing decision making for a crisis situation CLO4
17	<b>Buffer Week</b>		
18	<b>End Semester Exam</b>		