

## STAGE-4

### S-402 - INTEGRATED MANAGEMENT

#### i. Introduction:

This course comprising strategic management, project management and management of relationships, is designed to give the students new approaches of management sciences, in order to face emerging global organisational and technological challenges.

#### ii. Objectives:

This course enables the students to learn:

- the process of strategy formulation and implementation,
- key project management skills, and
- managing internal and external business relationships.

#### iii. Outcomes:

On completion of this course, students should be able to:

- Explain process of strategy formulation and establish relationship between strategy and organisational structure, and find out the

importance and role of organisational cultures, and ways to improving effectiveness of an organisation,

- determine resource-based views of the firm and implications for strategy development,
- determine and apply suitable structures and frameworks to projects, and identify common management issues,
- produce a basic project plan, recognise the effects of uncertainty, and recommend strategies for dealing with the uncertainty,
- recommend most suitable project control systems,
- explain the concepts of power, bureaucracy, authority, responsibility, leadership and delegation,
- analyse the relationship between managers and their subordinates, and
- demonstrate personal time-management skills, develop methodologies for managing individuals and teams, and for managing group conflict.

#### INDICATIVE GRID

SYLLABUS CONTENT AREA	WEIGHTAGE
<b>SECTION-A</b> Strategic Management	40%
<b>SECTION-B</b> Project Management	30%
<b>SECTION-C</b> The Management of Relationships	30%
<b>TOTAL</b>	<b>100%</b>

**Note:** The weightage shown against each section indicates, study time required for the topics in that section. This weightage does not necessarily specify the number of marks to be allocated to that section in the examination.

#### CONTENTS

##### SECTION-A

##### Strategic Management

Strategic Management; evolution & definition, Process, content, functions, Direction Setting; developing strategic vision, setting objective and crafting Strategy, Strategic Planning; strategic objective, strategy, allocation of resources, strategic planning vs general planning, Strategy Implementation; external and internal environment, business ethics and social responsibilities, organizational culture, industrial analysis, company's evaluation, Winning Strategy; goodness of fitness test, performance test, competitive edge Test.

##### SECTION-B

##### Project Management

Project vs Organization, Uniqueness of a project, Project Lifecycle; project identification, project development, project proposal, project implementation, project evaluation. Team Building; Group vs Team, Data Gathering, Data Analysis, Action Plan, Action Implementation, Evaluation. Stages of Team Development. Microsoft Project 98: basic understanding of drawing network diagrams, creating activities, linking activities, creating summary tasks, finding the critical path, assigning resources to activities, changing the calendar and working hours and printing of network diagrams.

##### SECTION-C

##### Management Relationship

Definition of Management, Levels of Management, Internal Relations; Management Functions, Management Roles, Power and Authority,

Organizational Structure and Design, Organizational Politics, Organizational Culture, Leadership,

Teamwork, External Relations; Networking, Going with Stakeholders, Managing External Environment.

### Recommended Books

CORE READINGS		
TITLE	AUTHOR	PUBLISHER
Strategic Management	Leslie W. Rue Phyllis G. Holland	McGraw-Hill, New York.
Organisational Behaviour	Fred Luthans	McGraw-Hill, Irwin, New York.
Organisational Behaviour	Greory Moorhead Ricky W.Griffin	Houghton Mifflin Company, USA
Integrated Management	PBP	Professional Business Publications, Lahore.
PMBOK (Project Management Body of Knowledge) 1998 edition	Project Management Institute	Project Management Institute.
Microsoft Project 98 (Software)	Microsoft	Microsoft Inc. USA.
ADDITIONAL READING		
Management	James A.F. Stoner, A. Edward Freeman and Daniel A. Gilbert, Jr.	Prentice-Hall of India, New Delhi.