

SEMESTER – 3

ENTERPRISE MANAGEMENT [BML-302]

INTRODUCTION

This course consists of introduction to management, management of relationships, global business environment, operations management, human capital management and marketing management. This will help the students to identify, correlate and apply these concepts to other core subjects of Professional stages for decision-making.

OBJECTIVE

This course enables the students to:

- Understand the theoretical approaches of organizational management,
- understand methods and procedures to manage the employees in organization,
- understand the techniques for strategic marketing management to promote business, and
- Understand the different methods and techniques used in operation management.

OUTCOMES

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

- explain the various functional areas of an organization,
- explain four functions of management i.e. Planning, organizing, leading and controlling.
- understand what is corporate social responsibility and business ethics and understand organizational culture.
- learn how to recruit, train and manage effective workforce.
- understand the importance of operation management for management accounting,
- analyse the tools related to productivity and efficiency in various operational areas of businesses.
- examine and analyse the problems associated with quality in an organization,
- evaluate and describe the marketing concepts, marketing plans and business strategies,

INDICATIVE GRID

PART	SYLLABUS CONTENT AREA	WEIGHTAGE
A	MANAGEMENT 1. Introduction to Management 2. Planning and Decision Making 3. Organisation 4. Leadership 5. Motivation 6. Controlling	20%
B	MANAGEMENT OF RELATIONSHIPS 7. Culture, Business Ethics, and Social Responsibility 8. Negotiation and communication 9. Conflict Management	15%
C	GLOBAL BUSINESS ENVIRONMENT 10. Social, Political and Economic Context 11. Governance and Regulation	10%
D	OPERATIONS MANAGEMENT 12. Operations Management and its Importance for Management Accounting 13. Types of Production 14. Plant Maintenance 15. Production Planning and Control 16. Productivity and Efficiency Evaluation 17. Quality Management	25%
E	HUMAN CAPITAL MANAGEMENT 18. Human Resource Management	10%
F	MARKETING MANAGEMENT 19. Marketing: Creating and Capturing Customer Value 20. Products 21. Price 22. Marketing Channels 23. Communicating Customer Value 24. Marketing Research	20%
TOTAL		100%

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

PART – A MANAGEMENT

1. Introduction to Management

- What is Management
- Functions of Manager

- Skills and Roles of Manager
- Managerial levels

2. Planning and Decision Making

- Definition of planning and Decision Making
- Planning Process
- Types of Goals and Plans
- Decision Making Process

3. **Organisation**
 - Definition of Organization
 - Organizational design decisions
 - Organizational Structure
 - Authority, responsibility and delegation
4. **Leadership**
 - Definition of leadership
 - Power and types of power
 - Theories of leadership
 - Trait Theories
 - Behavioral Theories
 - Situational Leadership Theory
 - Path Goal Theory
 - Transformational-Transactional Leadership
 - Charismatic-Visionary Leadership
5. **Motivation**
 - Definition of Motivation
 - Early Theories of Motivation
 - Maslow Hierarchy of Needs Theory
 - Herzberg's two factor theory
 - McGregor's Theory X and Theory Y
 - Contemporary Theories of motivation
 - Equity Theory
 - Expectancy Theory
6. **Controlling**
 - What is controlling?
 - The Control Process
 - Internal control systems
 - Tools for controlling organizational performance

**PART – B
MANAGEMENT OF RELATIONSHIPS**

7. **Culture, Business Ethics, and Social Responsibility**
 - Definition of Culture
 - Importance of Organizational Culture
 - Culture and Strategy
 - Managerial Ethics
 - Factors that affect employee ethics
 - Corporate social responsibility and its affects on society and ecology
 - Two views of social responsibility
8. **Negotiation and communication**
 - Definition of Negotiation
 - Approaches to negotiation
 - Negotiation Process
 - Definition, process, importance, and channels of Communication
9. **Conflict Management**
 - Definition of Conflict
 - Types and Causes of Conflict
 - Conflicts Management

**PART – C
GLOBAL BUSINESS ENVIRONMENT**

10. **Social, political and economic context**
 - The global business environment
 - International environment influences
 - Emerging economies
 - Economic Context
 - Culture and the global organisation
11. **Governance and Regulation**
 - Government Intervention in business
 - Government and the macroeconomic environment
 - Market regulation
 - Principles of good corporate governance

**PART – D
OPERATIONS MANAGEMENT**

12. **Operations management and its importance for Management Accounting**
 - Definition
 - Mint berg's Effective Organization
 - Strategic Importance
13. **Types of Production**
 - Intermittent Production
 - Project production
 - Job production
 - Batch production
 - Continuous production
 - Mass production
 - Process production
14. **Plant Maintenance**
 - Plant Maintenance Process
15. **Production Planning and Control**
 - Material Requirement Planning (MRP)
 - Manufacturing Resource Planning II (MRP II)
 - Enterprise Resource Planning (ERP)
 - Optimization Production Technology (OPT)
16. **Productivity and Efficiency Evaluation**
 - Methods of Managing Operation Capacity
17. **Quality Management**
 - The scope of quality management
 - Quality management approaches
 - Total quality management (TQM)
 - Managing quality using TQM
 - Processes of continuous improvement
 - Lean production
 - International organization for standardization
 - Total productive maintenance (TPM)
 - The TQMEX model
 - Service quality

**PART – E
HUMAN CAPITAL MANAGEMENT**

18. **Human Resource Management**
 - Definition of Human Resource Management
 - Human Resource Management process
 - Human Resource Planning
 - Recruitment and Selection
 - Orientation
 - Employee training
 - Appraisals
 - Compensation and Benefits
 - Career Development
 - Equal employment opportunities, diversity, and mentoring
 - Managing Downsizing
 - Flexible Working arrangements
 - Discipline, Grievance, Termination of contract

**PART – F
MARKETING MANAGEMENT**

19. **Marketing**
 - Definition of marketing
 - The marketing process
 - Understanding the market place and customer needs
 - Designing a customer-driven marketing strategy
 - Preparing an integrated marketing plan and program

- Building Customer relationships
- Capturing value from customers

20. Products

- What is Product?
- Levels of Product and Services
- Product and Service Classification
- Product and Service Decisions
- Brand Development Strategies
- Product life cycle
- Service Marketing
 - Nature and Characteristics of a Service
 - The Extended Marketing Mix

21. Price

- Definition of Price
- New Product Pricing Strategies
- Product mix pricing strategies

- Price adjustment strategies

22. Marketing Channels

- Define Marketing Channel
- How Channel Members add value
- Channel Levels

23. Communicating Customer Value

- The promotion mix
- Integrated marketing communication
- Communication process
- Promotion mix Strategies
 - Push Strategy
 - Pull Strategy

24. Marketing Research

- Definition of marketing research
- The marketing research process

TEACHING METHODOLOGY: The faculty is advised to teach the topics in the mode of case studies based on knowledge and application with practical approach.

RECOMMENDED BOOKS

CORE READINGS		
TITLE	AUTHOR	PUBLISHER
CIMA, UK Study Text	---	BPP
Relevant Study Text	---	Kaplan Publishing
Management	Stephen P. Robins / Mary Coulter	Prentice Hall / Pearson / Financial Times
Principles of Marketing	Philip Kotler / Gary Armstrong	Prentice Hall / Pearson / Financial Times
Organizational Management and Information Systems	PBP	Professional Business Publications, Lahore.
ADDITIONAL READINGS		
Management	James A. F. Stoner / Edward Freeman / Daniel Gilbert, Jr	Prentice Hall / Pearson / Financial Times