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| 1. Course code:
 | MGT230 | 1. Course title:
 | Organization and Management |
| 1. College: College of Business Administration.
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| 1. Department: Management and Marketing.
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| 1. Program: B.Sc. Business Management.
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| 1. Course credits: 3-credit hours.
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| 1. Course NQF Level: TBA
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| 1. NQF Credits: TBA
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| 1. Prerequisite: None.
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| 1. Lectures Timing & Location: Online

Lectures

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| --- | --- | --- | --- |
| **U** | ‎8:00 – 9:40‎ | ‎10:00 – 11:40‎ | ‎14:00 – 15:40‎ |
| **M** | ‎8:00 – 9:40‎ | ‎10:00 – 11:40‎ | ‎14:00 – 15:40‎ |
| **W** | ‎8:00 – 9:40‎ | ‎10:00 – 11:40‎ |  |
| **H** | ‎8:00 – 9:40‎ | ‎12:00 – 13:40‎ |  |

Tutorial

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| **U** | 8:00-8:50 | 9:00 – 9:50 | 12:00- 12:50 | 13:00-13:50 |  |  |
| **M** | ‎8:00-8:50‎ | ‎9:00 – 9:50‎ | 10:00-10:50 | 11:00-11:50 |  |  |
| **W** | ‎8:00-8:50‎ | ‎9:00 – 9:50‎ | ‎10:00-10:50‎ | ‎11:00-11:50‎ | 14:00-14:50 | 15:00- 15:50 |
| **H** | ‎‎8:00-8:50‎ | ‎9:00 – 9:50‎ | ‎10:00-10:50‎ | ‎11:00-11:50‎ | ‎14:00-14:50‎ | ‎15:00- 15:50‎ |

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| 1. Course web page: [Refer](https://www.mheducation.com/) to your section in BBU
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| 1. Course Instructors & Tutors:

Instructors (Run Lectures, the 1 hour and 40 minutes class) are:12.1 Dr. Haifa Khalaf, hmjkhalaf@uob.educ.bh and  Dr. Ralaa AlAthali, rmalathali@uob.edu.bhTutors (run Tutorial, the 50 minutes’ class) are: 12.2 Israa Salah isalah@uob.edu.bh,  Heba Ahmed hbahmed@uob.edu.bh |
| 1. Office Hours and Location: online, refer to each instructor and tutor schedule.
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| 1. Course coordinator: Dr. Haifa Khalaf, hmjkhalaf@uob.educ.bh
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| 1. Academic year: 2020-2021
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| 1. Semester:
 |  | First |  | Second |  | Summer |
| 1. Textbook (s)

Contemporary Management, By Jones & George (2020), 11th edition, McGraw Hill. (e-book or smartbook version). [McGraw Hill (mheducation.com)](https://www.mheducation.com/) |
| 1. References from the Library – Awaiting list from Heba.

<https://ebookcentral.proquest.com/lib/uob-ebooks/detail.action?docID=5139179> |
| 1. Other learning resources used (e.g., e-Learning, field visits, periodicals, software, and others): <https://openstax.org/details/books/principles-management>
2. Additional Material: ACCESSED USING THE FOLLOWING LINKS:

CHAPTER 1* Management Functions Video <https://www.youtube.com/watch?v=X6RObZecBHI>
* Management Skill <https://www.youtube.com/watch?v=6pVMERgxj84>
* Management Levels <https://www.youtube.com/watch?v=cjziCs-R2S4>
* Core Competency <https://www.youtube.com/watch?v=Abl6b71H2Mc&t=4s>
* Efficiency and Effectiveness <https://www.youtube.com/watch?v=maTQCD3p78Y&t=79s>

 CHAPTER 2* The Evolution of Management Thoughts <https://www.youtube.com/watch?v=EobeHwOw3S4&t=1s>

CHAPTER 7* **The Power of Decision-Making by Benedikt Ahlfeld (Ted Talk** <https://youtu.be/542qgGgL1s4>
* Cognitive Biases Explained <https://youtu.be/wEwGBIr_RIw>

CHAPTER 8* **What Is Strategy?** <https://youtu.be/TD7WSLeQtVw>
* **Tony Robbins' Rapid Planning Method** <https://youtu.be/n_yV3KBzxx4>
* The Mission, Vision and Values Statements, <https://youtu.be/8wem6FZAucw>
* Three levels of strategy, <https://youtu.be/xcJf_UCjIg0>
* *The Best Performing CEOs in the World, Harvard Business Review*, November, 2014. <http://hbr.org/2014/11/the-best-performing-ceos-in-the-world/ar/1>

CHAPTER 10Organizational Structure <https://youtu.be/zUd0UNHyy60>CHAPTER 11* Controlling as Management Function <https://www.youtube.com/watch?v=Xaf4iNOKRyU>

CHAPTER 13* “Up and the Hierarchy of Needs” [*https://www.youtube.com/watch?v=Iucf76E-R2s*](https://www.youtube.com/watch?v=Iucf76E-R2s)
* Equity Theory. <https://youtu.be/biceI9ykp9E>

CHAPTER 14“How great leaders inspire action,” by Simon Sinek <https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare> |
| 1. Course description (as per the published):

This course presents an overview of management theories and practices and an introduction to the study of organizational structures, management functions, and processes within an action frame of reference. The course discusses the organization, planning and control systems, leadership and employee motivation, and decision-making. |
| 1. Course Intended Learning Outcomes (CIOs):
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| CIOs | *Mapping to PILOs* |
| Learning goals | a. Knowledge | b. Globalization | c. Skills | d. Communication | e. Competencies | f. Values |
|  | a1: General Knowledge | a2: Specific knowledge | b1: International cross-cultural | b2: Global Perspective | c1: Thinking skills | c2: Analytical skills | d1: Communication (Writing) | d2: Communication (Oral) | e1: Leadership skills | e2: Teamwork | f1: Ethics | f2: Social responsibility |
| 1. Demonstrate understanding of the management process and develop an awareness of the management knowledge and skills, to potentially enhance student’s employability |  |  |  |  |  |  |  |  |  |  |  |  |
| 2. Demonstrate understanding and knowledge of contemporary themes and issues, including history, development, models frameworks, tasks, roles, and skills in management |  |  |  |  |  |  |  |  |  |  |  |  |
| 3. Explain fundamentals of planning, decision-making, problem-solving, organizing, leading, and controlling |  |  |  |  |  |  |  |  |  |  |  |  |
| 4. Develop an appreciation of management's merits and complexities and the association between theory and practice of management. |  |  |  |  |  |  |  |  |  |  |  |  |

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| 1. **Course Assessment:**
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| ***Assessment Type*** | ***Details/ Explanation of Assessment about CIOs*** | ***Number of Assessments*** | ***Weight*** | ***Assignment Opening Date & Time*** | ***Assignment Submission Deadline Date & Time*** |
| Continuous Assessment during Lecture (Date is NOT announced) | 1,2,3,4 | 5 | 15 | During your lecture and tutorial timings. | During your lecture and tutorial timings. |
| Continuous Assessment during Tutorial (Date is NOT announced) | 1,2,3,4 | 5 | 15 | During your lecture and tutorial timings. | During your lecture and tutorial timings. |
| Midterm Chapters 1, 7 and 8 | 1,2,3,4 | 1 | 30 | TBA by College of Business Administration Exam Schedule. | TBA by College of Business Administration Exam Schedule. |
| Final Exam in Chapters 10, 11, 13, and 14. | 1,2,3,4 | 1 | 40 | Refer to Registration Deanship Final Exam Schedule. | Refer to Registration Deanship Final Exam Schedule. |
| **Total** |  |  | **100** |  |  |

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| 1. Description of Topics Covered
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| *Topic Title* *(e.g., chapter/experiment title)* | ***Description*** |
| 1: Managers and Managing | This chapter examines what managers do, the different kinds of managers, and the skills and abilities they must develop to manage their organizations successfully over time. The various functions and roles of managers, the different management levels within the organization, the kinds of skills needed by managers, and recent changes in management practices are discussed. |
| 2: Evolution of Management Thought | This chapter explores how management thought has evolved in modern times and the central concerns that have guided ongoing management theory advances. First, the classical management theories that emerged around the turn of the twentieth century are examined. Next, behavioral management theories developed before and after World War II are examined, and then management science theory developed during the Second World War. Finally, the theories developed to help explain how the external environment affects how organizations and managers operate are examined. |
| 7: Decision Making, Learning, Creativity, and Entrepreneurship | This chapter examines how managers make decisions and explores the complexities inherent in doing so—both classical and administrative decision making modelers fully explored, including their underlined assumptions. The six steps of the decision-making process are outlined. Decision-making biases are also covered in detail.  |
| 8: Manager as a Planner and a Strategist | This chapter explores the manager's role as both planner and a strategist. It discusses various elements of the planning process, different planning levels, and consequently strategies. It also explored types of operational planning in detail.  |
| 10: Managing Organizational Structure and Culture | This chapter opens by examining the four critical factors that help managers to determine the most appropriate organizational structure for their organization. Next, it discusses three components of organizational design: job design, grouping jobs into functions and divisions, and coordinating functions and divisions. |
| 11: Organizational Control and change | This chapter examines the nature of organizational control and describes the four steps of the control process. It also discusses three types of systems available to managers to control. It also covered change management, its definition, steps, and types.  |
| 13: Motivation and Performance | This chapter explains what motivation is and why managers need to be concerned about it. It also describes from the perspectives of expectancy theory and equity theory what managers should do to have a highly motivated workforce. It starts with exploring 'content' motivation theories, then 'process.' |
| 14: Leadership | This chapter describes what leadership is and examines major leadership models that various scholers have developed. It explores traits, behavior, contingency, transformational and transactional leadership.  |

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| 1. Weekly Schedule
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| **Week** | **Week Dates** | **Method** | **Method Duration** | **Topics Covered** | **CIOs** | **Assessment** | **Date & Time** |
| **1** | 7-11 Feb. | Lecture+ Marked Continues Assessment  | 1-Hour,40 minutes  | Chapter 1: Managers and Managing | 1,2 | Continuous Assessment,Midterm | Continuous Assessment during your lecture & tutorial timings.Midterm, TBA |
| Tutorial  | 50 Minutes | Course Outline |  |
| **2** | 14-18 Feb. | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 1: Managers and Managing | 1,2 | Continuous Assessment,Midterm | Continuous Assessment during your lecture & tutorial timings.Midterm, TBA |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 1 | 1,2 |
| 3 | 21-25 Feb. | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 7: Decision Making, Learning, Creativity, and Entrepreneurship | 1,2,4 | Continuous Assessment,Midterm | Continuous Assessment during your lecture & tutorial timings.Midterm, TBA |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 2: Evolution of Management Thought | 1,2 |
| 4 | 28 Feb.- 4 March | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 7: Decision Making, Learning, Creativity, and Entrepreneurship | 1,2,4 | Continuous Assessment,Midterm | Continuous Assessment during your lecture & tutorial timings.Midterm, TBA |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 7 | 1,2,4 |
| 5 | 7-11 March | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Lecture - Chapter 8: Manager as a Planner and a Strategist | 2,4 | Continuous Assessment,Midterm | Continuous Assessment during your lecture & tutorial timings.Midterm, TBA |
| Tutorial +Marked Continues Assessment | 50 Minutes | Tutorial - Buffer | 2,4 |
| 6 | 14-18 March | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Lecture - Chapter 8: Manager as a Planner and a Strategist | 2,4 | Continuous Assessment,Midterm | Continuous Assessment during your lecture & tutorial timings.Midterm, TBA |
| Tutorial +Marked Continues Assessment | 50 Minutes | Tutorial – Chapter 8  | 2,4 |
| 7 | 21-25 March | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Lecture - Chapter 10: Managing Organizational Structure and Culture | 2,4 | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
| Tutorial +Marked Continues Assessment | 50 Minutes | Tutorial – Question and Answer for Midterm Chapters |  |
| 8 | 28 March-1 April | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Lecture - Chapter 10: Managing Organizational Structure and Culture | 3,4 | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
| Tutorial +Marked Continues Assessment | 50 Minutes | Tutorial – Chapter 10 | 3,4 |
| 9 | 4-8 April |  |  | Midterm Break |  |  |  |
| 10 | 11-15 April | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 11: Organizational Control and Change | 3,4 | Continuous Assessment,Final | Continuous Assessment during you own lecture & tutorial timingFinal Exam, refer to Registration Deanship |
| Tutorial +Marked Continues Assessment | 50 Minutes | Buffer |  |
| 11 | 18-22 April | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 11: Organizational Control and Change | 3,4 | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 11 | 3,4 |
| 12 | 25-29 April | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 13: Motivation and Performance | 3,4 | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 11 | 3,4 |
| 13 | 2-6 May | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 13: Motivation and Performance | 3,4 | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 13 | 3,4 |
| 14 | 9-13 May | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 14: Leadership | **2,4** | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 14 | **2,4** |
| 15 | 16-20 May | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 14: Leadership | **2,4** | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
|
| Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 14 | **2,4** |
| 16 | 23-27 May | Lecture+ Marked Continues Assessment | 1-Hour,40 minutes  | Chapter 14: Leadership | **2,4** | Continuous Assessment,Final | Continuous Assessment during your lecture & tutorial timings.Final Exam, refer to Registration Deanship. |
| Tutorial +Marked Continues Assessment | 50 Minutes | Chapter 14 Tutorial | 2,4 |

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