

Course Title

Fundamentals of Management & Business Communication (MBC)

Knowledge Pillar	Level	Course Title	Course Code	Total Marks
Management & Business Strategy [MBS]	Foundation Level	Fundamentals of Management & Business Communication (MBC)	MS114	100

Syllabus Structure

The syllabus comprises the following topics and study weightings:

Segment	Topics	Weight
A. Fundamentals of Management (50 Marks)	1. Introduction to Management	10%
	2. Planning and Decision-Making Process	10%
	3. Organizing Process	10%
	4. The Leading Process	15%
	5. The Controlling Process	5%
B. Business Communication (50 Marks)	1. Fundamentals of Effective Business Communication	10%
	2. Fundamentals of Business Writing and Business Message	20%
	3. Fundamentals of Report Writing	10%
	4. Cross-Cultural Communication, Correctness and Technology	10%

Course Description

This course describes the fundamentals of management and business communication, the core activities of all business, in two parts. The first part of the course, Fundamentals of Management, describes the key issues of management. It is associated with the basic concepts of management and management process including planning, organizing, leading and controlling in different contexts. This part is designed to understand the management style in managing the business and to develop business leaders' management and decision-making skills. The second part of the course, Business Communication, describes the key issues of business communication and is associated with the basic concepts of communication and communication process; fundamentals of business writing, business message and report writing; and cross-cultural communication, correctness and technology. This part is designed to improve the business leaders' administrative, communication and business skills within and outside the business.

Course Objectives

The objective of this course is to develop the theoretical concepts of management and business communication. This course expects to apply the theoretical concept of management and business communication in solving real-world problems through dynamic management style and effective communication. This course is designed to achieve the management and decision-making skills, business communication and business and report writing skills of the business leaders in today's competitive and challenging business environment. This module will improve the essential knowledge, technical skill and professionalism of the business leaders in management and business communication.

Course Learning Outcomes

On successful completion of the course, the aspiring professional accountants will be able to:

1. understand the business acumen in selecting the appropriate management tools;
2. describe the basic concepts and process of management;
3. apply the management knowledge and skills in generating ethical business solutions;
4. understand the fundamentals of business communication and communication process;
5. prepare a long- and short-term business report and proposals;
6. express thoughts, ideas and concepts effectively and smoothly; and
7. develop efficient and effective command on the use of different communication mediums to meet professional demands.

DETAILED CONTENTS

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
A. Fundamentals of Management (50 Marks)	A1. Conceptual and environmental aspects of Management	R, U, AP, AN, D	<ul style="list-style-type: none"> • Concepts of management; • Role of management; • Efficiency and effectiveness; • Types of managers; • Basic management functions; • Fundamental management skills; • Management as a science and art; • Importance of theory and history; • Historical context of management; • Evolution of management; • Contemporary management perspectives; • Systems and contingency perspective; • Contemporary management issues and challenges; • The organization's environments; • The Ethical and Social aspects of management; • Issues of International Business; • The organization's culture. 	<p>Upon successful completion, students shall be able to:</p> <ol style="list-style-type: none"> 1. understand the basics of management; 2. discuss the evolution of management through classical, behavioral and quantitative perspectives; 3. discuss the key contemporary management perspectives with challenges and opportunities; 4. discuss the nature of an organization's environments and identify the components of its general, task, and internal environments; 5. describe the ethical and social environment, international environment of management; 	20%

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
				6. describe the organization's culture and how organizational culture can be managed.	
	A2. Planning and Decision-Making Process	U, AP, AN, E, D	<ul style="list-style-type: none"> • Planning and strategic management; • Planning and organizational goals; • Criticism of planning; • The nature of strategic management; • SWOT analysis in formulating strategy; • Formulating business-level strategies; • Formulating corporate-level strategies; • Tactical and operational planning; • Nature of decision making; • Rational perspectives on decision making; • Behavioral aspects of decision making; • Group and team decision making in organizations. 	7. discuss the planning process and organizational goals; 8. discuss various strategy and SWOT analysis to formulate strategy; 9. discuss types of decisions and behavioral, group and team decision making in organization.	20%
	A3. Organizing Process	U, AP, AN, E, D	<ul style="list-style-type: none"> • Basic elements of organizing; • Bureaucratic model of organization design; • Situational influences on organization design; • Basic forms of organization design; • Emerging issues in organization design; • Nature of organization change; • Managing change in organizations; • Areas of organization change; 	10. discuss the organization structure and design with emerging issues; 11. describe nature, and areas of organization change; 12. describe the innovation process, forms of innovation, the failure to innovate and how	20%

Parts	Topics	Level of Study Required	Subtopics	Learning outcomes of Topics (TLOs)	Probable Weight
			<ul style="list-style-type: none"> • Organizational innovation; • Environmental context of HRM; • Attracting human resources; • Developing human resources; • Maintaining human resources; • Managing workforce diversity; • Managing labor relations <p>New challenges in the changing workplace.</p>	<p>organizations can promote innovation;</p> <p>13. discuss how organizations attract, develop, and maintain human resources and workforce diversity.</p>	
	A4. Leading Process	U, AP, AN, E, D	<ul style="list-style-type: none"> • Individuals in organizations; • Personality/attitude/perception/stress and individual behavior; • Creativity in organizations; • Types of workplace behavior; • Employee motivation and performance; • Nature of motivation; • Content/process/reinforcement perspectives on motivation; • Popular motivational strategies; • Reward systems in motivation; • Leadership and influence processes; • Nature of leadership; • Approaches to leadership; • Political behavior in organizations; • Groups and teams in organizations; • Characteristics of groups and teams; • Interpersonal and intergroup conflict; 	<p>14. discuss the basic elements of individual behavior and workplace behavior;</p> <p>15. describe employee motivation and relationship between motivation with performance;</p> <p>16. discuss the generic, situational and related approaches to leadership and political behavior in the organization;</p> <p>17. describe the process of groups and teams development and reduce the conflict and process</p>	30%

Parts	Topics	Level of Study Required	Subtopics	Learning outcomes of Topics (TLOs)	Probable Weight
B. Business Communication (50 Marks)			<ul style="list-style-type: none"> • Managing conflict in organizations; • Negotiation. 	of negotiation.	
	A5. Controlling process	U, AP, AN, E, D	<ul style="list-style-type: none"> • Basic elements of control; • Nature of control; • Operations/financial/structural/strategic control; • Managing control in organizations; • Nature of operations management; • Designing operations systems; • Organizational technologies; • Implementing operations systems through supply chain management; • Managing total quality; • Managing productivity. 	18. explain the purpose of control, identify different types of control and describe the steps in the control process; 19. describe nature and methods of operation, quality and productivity management.	10%
	B1. Fundamentals of Effective Business Communication	R, U, AP, AN, E, D	<ul style="list-style-type: none"> • Purpose and principles of communication; • Role of communication in business; • Categories and process of business communication; • Communication structure; • Formal and informal communication network; • Culture and its effects on communication; • Media of communication; • Barriers of communication; • Business communication in the digital age; • Forms of communication; • Oral communication; • Using speech recognition for messages and reports; • Listening; • Mastering formal speaking; • Reporting orally; 	20. discuss the basic concept of business communication and communication process; 21. discuss the communication structure and communication network management; 22. discuss the communication barrier and way to remove the barrier; 23. discuss the basics of oral, interpersonal and written communication and use of these in effective business	20%

Parts	Topics	Level of Study Required	Subtopics	Learning outcomes of Topics (TLOs)	Probable Weight
			<ul style="list-style-type: none"> • Making formal speeches; • Giving team (collaborative) presentations; • Presenting virtually; • Non- verbal communication; • interpersonal communication; • Written communication; • Purpose of writing and clarity in writing; • Principles of effective writing; • Steps of writing process; • Differentiate between oral report and written report; • Merits and limitations of different forms of communication. 	24. communication; discuss the merits and limitations of oral, interpersonal and written communication.	
	B2. Fundamentals of Business Writing and Business Message	R, U, AP	<ul style="list-style-type: none"> • Adaptation and the selection of words; • Nondiscriminatory writing; • Care in sentence/paragraph design; • Writing for a positive effect; • Importance of skillful writing; • Importance of readable formatting; • Letters/memos/emails; • The newer media in business writing; • Directness in good-news and neutral messages: prevalence, preliminary assessment; general direct plan; routine inquiries; favorable responses; adjustment grants; order acknowledgements and other thank you messages; operational 	25. discuss the basics of business writing including in terms of words, sentences and paragraph; 26. discuss the importance of positive effect in business writing; 27. discuss the basics of business message in terms of letter, memos, email etc; 28. discuss the directness in good news and neutral message and indirectness in bad news and persuasive message;	40%

Parts	Topics	Level of Study Required	Subtopics	Learning outcomes of Topics (TLOs)	Probable Weight
			<p>messages; other direct message situation;</p> <ul style="list-style-type: none"> • Indirectness in bad- news message and persuasive messages: situations; general indirect plan; refused requests; claims; adjustment refusals; negative announcements; other indirect messages; rationale for indirectness; general advice about persuasion; persuasive requests; sales messages; proposals; • Communicating in the job-search process: preparing the application documents; constructing the résumé; writing the cover message; handling the interview; following up and ending the application. 	29. discuss the job searching process.	
	B3. Fundamentals of Report Writing	R, U, AP, AN, E	<ul style="list-style-type: none"> • Basics of report writing: defining reports; determining the report purpose; determining the factors; gathering the information needed; interpreting the findings; organizing the report information; writing the report; collaborative report writing; • Types of business reports: an overview of report components; characteristics of shorter reports; forms of shorter reports; types of short reports; components of long, formal reports, structural coherence plan; long analytical report; • Graphics in reports and other documents: planning the graphics; 	30. discuss how to prepare well organized and structured report and use the graphics effectively in the report.	20%

Parts	Topics	Level of Study Required	Subtopics	Learning outcomes of Topics (TLOs)	Probable Weight
			determining the general mechanics of construction; constructing textual graphics; constructing visual graphics.		
	B4. Cross-Cultural Communication, Correctness, and Technology	U, AP, AN, E, D	<ul style="list-style-type: none"> • Cross-cultural communication: the growing importance of cross-cultural communication; • Dimensions of cultural difference; problems of language; advice for communicating across cultures; • Correctness of communication: the nature and importance of correctness; standards for punctuation; standards for grammar; standards for the use of numbers; spelling; • Technology-enabled communication: technological support for writing tasks; tools for constructing messages; print versus online documents; computer tools for creating electronic documents; computer tools for collaboration. 	31. describe the major issues in cross-cultural communication; 32. describe the correctness of communication in terms of punctuation, grammar, numbers and spelling; 33. describe the role of technology in business communication.	20%

Here, R = Remembering; U = Understanding; AP = Applying; AN = Analyzing; E = Evaluating; C = Creating; D = Decision making; are the seven levels of learning developed based on the Bloom's Taxonomy.

Recommended Books and Learning Materials

Primary Textbook

1. ICMAB. (2021). ICMAB Learning Manual for Fundamentals of Management.
2. ICMAB. (2021). ICMAB Learning Manual for Business Communication.

Recommended Textbook (Latest Edition)

For Management

1. Robbins, S. P., DeCenzo, D. A., Coulter, M. and Anderson, I. 2020. *Fundamentals of management*. (11th ed. or 9th Canadian ed.). Pearson.
2. Griffin, R. W. (2018). *Fundamentals of management* (9th ed.). Cengage Learning.
3. Koontz, H. & Weilrich, H. (2015). *Essentials of management* (10th ed.). Tata McGraw-Hill.

For Business Communication

1. Bovee, C. L., & Thill, J. V. (2021). *Business communication today* (15th ed.). Pearson.
2. Lesikar, R., Flatley, M., Rentz, K. and Pande, N. (2017) *Business communication: Making connections in a digital world* (11th ed.). McGraw Hill Education.
3. Rentz, K., & Lentz, P. (2014). *Lesikar's business communication: Connecting in digital world* (13th ed.). Irwin and McGraw-Hill.
4. Thill, J. V. & Bovee, C. L. (2020). *Excellence in business communication* (13th ed.). McGraw-Hill.

Reference Books/Other Learning Materials (Latest Edition)

For Management

1. Richard L. Daft. (2021). *Management* (14th ed.). Cengage Learning.
2. Kreitner, R., Cassidy, C. (2012) *Management* (12th ed.). Cengage Learning.
3. Lewis, P. S., Goodman, S. H., Fandt, P. M. & Michlitsch, J. (2012) *Management: Challenges for tomorrow's leaders* (6th ed.). South-Western College Pub.

For Business Communication

1. Bovee, C. L., & Paul, C. A. (2019). *Business communication essentials: Fundamental skills for the mobile-digital-social workplace.* (8th ed.). Pearson.
2. Lesikar, R. V., Pettit, J. D., & Flatley, M. E. (2011). *Basic business communication.* (12th ed.). McGraw-Hill.
3. Murphy, H. A., Hildebrant, H. W., & Thomas, J. P. (2008). *Effective business communication.* (7th ed.). Tata McGraw-Hill.
4. Locker, K. O., & Kaczmarek, S. K. (2019). *Business communication-Building critical skills.* (7th ed.). Tata McGraw-Hill.
5. Pal, R. & Korlahalli, J. S. (2011). *Essentials of business communication.* (13th ed.). Sultan Chand & Sons.

MBC Course Mapping

PrOs	POs	POs	CLOs	CLOs	TLOs
PrO1	2	PO1	2	CLO1	4, 6, 10, 11, 16
PrO2	1	PO2	1	CLO2	1, 2, 3, 7, 9, 12, 13, 14, 15, 16, 17, 18, 19
PrO3	3, 6	PO3	3	CLO3	5, 8, 9, 16
PrO4	4	PO4	4, 5, 6, 7	CLO4	20, 21, 22, 23, 24, 26
PrO5	-	PO5	-	CLO5	27, 30
PrO6	4	PO6	5	CLO6	23, 25, 27, 28, 29, 31, 32
PrO7	7	PO7	7	CLO7	23, 25, 27, 33

Here, PrOs = Program Objectives; POs = Pillar Objectives; CLOs = Course Learning Outcomes; TLOs = Topic Learning Outcomes