

16 Week Plan MSCI-1102 Principle of Management

Course Description

Management is what managers do during their management careers. Principles of Management (POM) is an introductory course on the management process with particular emphasis on the skills, knowledge, competencies and techniques required to manage an organization in order to accomplish the desired goals efficiently and effectively. The course deals in detail with the effective management of planning, organizing, leading/influencing and controlling (also known as the four core functions/pillars of management) related to the internal and external environment and issues of diversity, ethics, social responsibility and sustainability in the era of globalization. It also demonstrates critical thinking skills in identifying how organizations gain and sustain competitive advantage within a changing business environment influenced by political, economic, social, technological, legal and environmental factors. The course introduces various topics pertaining to management such as strategy, leadership, communication, coordination, motivation, innovation, organizational structure, managerial decision making human resource management, performance appraisal, strategic management etc. in an evolving and competitive environment. The main objective of this course is to help the students to get aware towards varied management principles and modern practices. It also emphasizes on identification of critical issues and framing of strategies and scenarios required to execute management functions during their imminent work life. It is a mixture of theoretical and practical aspects of the management so that the students may learn how managers bring change, communicates, assemble teams, lead and handle resources in an organizational ecosystem in order to attain sustainability.

Learning Objectives

The specific objectives for this course include to:

- Study of the basic functions of management (planning, organizing, leading/activating, and controlling), their component activities, and their interrelationships
- Comprehend and critically evaluate the alternative schools of thought, or philosophies about the field of management
- Expand knowledge and understanding of major theories & concepts of Management
- Know and correctly use the key management terms and concepts
- Learn to apply major Management concepts and theories to actual problems and cases
- Get knowledge of some of the contemporary developments in the field

Learning Outcomes

On completion of this course, students are expected to be able to:

- Define management and its functions, levels of managers in organizations
- List and describe major management theories as represented through the history of modern management thought
- Describe the organizational ecosystem, ethics and CSR
- Develop theoretical and critical thinking skills relevant to both academic and management practice
- Translate and apply complex conceptual and theoretical knowledge to resolve the current organizational issues
- Promote group interaction through class discussion
- Develop understanding of the basic concepts and terminology of management

Teaching Methodology

Classroom activities involving lectures, group discussions and presentations will be designed in order to enrich learning experience. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all discussions, group activities and to give an oral group presentation. The class will be conducted in a participatory environment where the Instructor will lead the discussions, and students shall be encouraged to get involved and ask questions at the end of each session. Please understand that lectures are conducted in this course to provide a medium for interaction and to open a constructive dialogue. They do not mean to act as the way they typically do in a traditional class room setting.

- *Attendance and class participation (5%):*
Attendance during the course shall be observed as per the University policy (i.e.75%). As class participation and discussions play a significant role in learning and understanding of the subject, participants are expected to ensure their active presence and contribution to class discussions and activities during all sessions.
- *Quizzes and assignments (5%):*
A number of quizzes (un-announced) and assignments will be conducted. From a total of (n) quizzes/assignments, best (n -1) quizzes/assignments may be considered for the final grade. Make-up quizzes/assignments will not be allowed.
- *Mid-term examination (25%)*
A written exam of 25 marks comprising objective and subjective questions (including short notes) shall be conducted.
- *Final project and presentation (15%):*
There would be one group-based project for which the group would conduct research in an organization on an assigned topic. The final outcome would be in the form of a report due one week before the final exam. There would be at least one group-based presentation (in class) on a topic assigned to the group (each member of the group shall present his/her part). The presentations will be formal and the grade will depend on quality of contents as well as quality of delivery.
- *Final-term examination (50%)*
A written exam of 50 marks comprising objective and subjective questions (including short notes) shall be conducted.

Recommended Text Book:

- *Management by Robbins, S. P. & Coulter, M. (11th edition) published by Pearson.*
E-book is available at the following link:
<https://www.pearson.com/us/higher-education/product/Robbins-Management-11th-Edition/9780132163842.html>

PROPOSED WEEKLY SCHEDULE

WEEK	COURSE CONTENTS	TOPICS	REFERENCE CHAPTER(S)
1.	Management and Organizations	▪ Introductory session ▪ Management and Organizations ▪ Why are Managers Important? ▪ Management Functions & Levels ▪ Managerial Roles and Skills ▪ Importance of Customers & Stakeholders ▪ Why Study Management? ○ Universality of Management ▪ Opportunities and Challenges for Managers ▪ Innovation and Sustainability	Chapter: 1 Management by Robbins 11th edition Page: 2
2.	Management History	▪ Timeline Perspective of Management ▪ Early Management ▪ Division of Labor and Industrialization ▪ <i>Classical Approach</i> ○ Scientific Management ○ General Administrative Theories ▪ <i>Quantitative Approach</i> ○ Total Quality Management (TQM) ▪ <i>Behavioral Approach</i> ○ Early Advocate ○ Hawthorne Studies ○ Organizational Behavior ▪ <i>Contemporary Approach</i> ○ System Approach ○ Contingency Approach	Chapter: 1 Management by Robbins 11th edition Page:27
3.	Understanding Management's Context: Constraints and Challenges Managing in a Global Environment	▪ The Manager: Omnipotent or Symbolic? ▪ The External Environment: Constraints and Challenges ▪ Environmental Scanning ▪ Organizational Culture: Constraints and Challenges ▪ Organization's Global Perspective: ○ Ethnocentric Attitude ○ Polycentric Attitude ○ Geocentric Attitude ▪ Understanding the Global Environment	Chapter: 2 & 3 Management by Robbins 11th edition Page:42&68
4.	Managing Social Responsibility and Ethics	▪ What is Social Responsibility? ○ From Social Obligations to Responsiveness to Responsibility ○ Corporate Social Responsibility (CSR)	Chapter: 5 Management

		▪ Green Management and Sustainability ▪ Managers and Ethical Behavior ▪ Factors that determine Ethical and Unethical Behavior ▪ Stages of Moral Development (3 Stages) ○ Pre-conventional ○ Conventional ○ Principled ▪ Ethical Dilemma ▪ Code of Ethics	by Robbins 11th edition Page:122
5.	Managers as Decision Makers	▪ Decision-Making Process (8 steps) ▪ Managers Making Decision (4 ways) ▪ Types of Decisions ▪ Decision Making Conditions ▪ Decision Making Styles ▪ Decision Making Biases and Errors ▪ Effective Decision Making Techniques	Chapter: 7 Management by Robbins 11th edition Page:176
6.	Foundations of Planning	▪ The What and Why of Planning ▪ Nature and Purposes of Planning ▪ Why Do Managers Plan? ▪ Types of Goals (Stated and Real) ○ Goals' Characteristics: SMART ▪ Types of Plans ▪ Approaches to Goal Setting and Planning ▪ Contemporary Issues in Planning ▪ Why Plans Fail and How to Make Plans a Success?	Chapter: 8 Management by Robbins 11th edition Page:202
7.	Strategic Management	▪ What is Strategic Management? ▪ Importance of Strategic Management ▪ Strategic Management Process (6 steps) ▪ Corporate Strategies (3 types) ○ Growth, Stability, Renewal ○ Tool: BCG Matrix ▪ Competitive Strategies ○ Competitive advantage ▪ M.E.Porter's Five Forces Model and SWOT Analysis ▪ Current Challenges in Strategic Management	Chapter: 9 Management by Robbins 11th edition Page:222
8.	Basic Organizational Design	▪ Designing Organizational Structure ▪ Key Elements in Organizational Design ▪ Mechanistic and Organic Structure ▪ Contingency Factors in Organizational Design ▪ Traditional Organizational Designs	Chapter: 10 Management by Robbins 11th edition Page:262
MID TERM EXAM			
9.	Adaptive Organizational Design	▪ Adaptive Organizational Design ▪ Contemporary Organizational Designs ▪ Learning Organizations ▪ Organizing for Collaborations ▪ Flexible Work Arrangement ▪ Contingent Workforce ▪ Today's Organizational Design Challenges	Chapter: 11 Management by Robbins 11th edition Page:286
10.	Human Resource Management	▪ Human Resource (HR) Management Process ▪ Identifying and Selecting Competent Employees ▪ Capacity-Building of Employees ▪ Retaining Competent, High-Performing Employees ▪ Contemporary Issues in Managing HR ▪ Employee Relations	Chapter: 12 Management by Robbins 11th edition Page:310
11.	Managers and Communication	▪ Nature, Types and Function of Communication ▪ 7 C's of Communication ▪ Methods of Interpersonal Communication	Chapter: 15 Management by Robbins

		▪ Effective Interpersonal Communication ▪ Communication Barriers ▪ Organizational Communication ▪ Formal Versus Informal Communication ▪ Organizational Communication Networks ▪ Information Technology and Communication	11th edition Page:402
12.	Motivating Employees	▪ Define Motivation, Compare and Contrast Early Theories of Motivation such as: ○ Maslow’s <i>Hierarchy of Needs</i> McGregor’s <i>Theories X and Y</i> ○ Herzberg’s <i>Two-Factor Theory</i> ○ McClelland’s <i>Three Needs Theory</i> ▪ Compare and Contrast Contemporary Theories of Motivation such as: ○ Goal-setting Theory ○ Reinforcement Theory ○ Equity Theory ○ Expectancy Theory ▪ Current Issues of motivation ▪ Recognition and Rewards	Chapter: 16 Management by Robbins 11th edition Page:428
13.	Managing Teams	▪ Why do People Form Groups? ○ Social Identity Theory ▪ Define Group and its Types ▪ Five-Stages Group Development Model ▪ Groups versus Teams ▪ Turning Groups into Effective Teams ▪ Four (4) Types of Teams: ○ Problem-Solving Teams ○ Self-Managed Work Teams ○ Cross-Functional Teams ○ Virtual Teams ▪ Creating Effective Teams ○ Team Effectiveness Model ○ Characteristics of Effective Teams ▪ Current Challenges in Managing Teams	Chapter: 13 Management by Robbins 11th edition Page:344
14.	Managers as Leaders	▪ Define Leader and Leadership ▪ Compare and contrast Early Theories of Leadership ▪ Three major Contingency Theories of Leadership ▪ Contemporary views of leadership ▪ Leadership Traits ▪ Working in Groups and Teams	Chapter: 17 Management by Robbins 11th edition Page:458
15.	Introduction to Controlling	▪ What is Controlling and Why is it Important ▪ Planning-Controlling Link ▪ Types of Controlling ▪ The Control Process (3 steps) ▪ Managerial Decisions in Controlling ▪ Controlling for Organizational Performance ▪ Tools for Measuring Organizational Performance ▪ Contemporary Issues in Control ▪ Corporate Governance	Chapter: 18 Management by Robbins 11 th edition Page:484
16.	Revision of the Concepts and Group Presentations		
FINAL TERM EXAM			

**Please note, this is a tentative course outline and adjustments may be made during the semester as per the requirement.*