

Introduction to Management

Course No: MGT-205

Credit Hours: 3

Nature of Course: Theory

Full Marks: 100

Pass Marks: 40

Course Synopsis: Evolution of management and management theories related with planning, organizing, and controlling business activity.

Textbooks: Agrawal, Govind Ram, **Principles of Management**, M. K. Publishers & Distributors, Kathmandu,
Kreitner, Robert, **Management**, 1999

References: Robbins, Stephen P., and Coulter, Mary, **Management**, Prentice-Hall of India, New Delhi, 2002
Griffin, Ricky, **Management**, Houghton-Mifflin, USA, 1998

Goals: This course presents a systematic coverage of management theory and practice. Therefore it focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Unit 1 Introduction [3 hrs]

- 1.1 Definition of management
- 1.2 Characteristics of management
- 1.3 Principles of management
- 1.4 Functions of management
- 1.5 Roles and skills of a manager

Unit 2 Evolution of management theory [6 hrs]

- 2.1 Scientific management theory
- 2.2 Administrative management theory
- 2.3 Behavior science theories
- 2.4 The management science theory
- 2.5 The system approach
- 2.6 The contingency approach

Unit 3 The environment of management [6 hrs]

- 3.1 Concept of business environment
- 3.2 Internal and external environment
- 3.3 Components of political, economic, socio-cultural and technological environment
- 3.4 Corporate Social Responsibility
- 3.5 Management ethics

Unit 4 Planning and decision-making [8 hrs]

- 4.1 Definition and importance of planning
- 4.2 Types of planning – Corporate, tactical and operational plans; Single use and standing plans; Specific and flexible plans

- 4.3 Hierarchy of planning
- 4.4 Methods, steps and process of planning
- 4.5 MBO
- 4.6 Meaning of decision-making
- 4.7 Types of decision making – Programmed and non-programmed; Strategic, tactical and operational and Individual and group decision-making

Unit 5 Organization and human resource management [6hrs]

- 5.1 Definition and characteristics of organization
- 5.2 Types of organization – Line, Line and staff, functional and matrix type of organization
- 5.3 Centralization Vs. decentralization
- 5.4 Meaning of HRM
- 5.5 Components of HRM – Acquisition, development, utilization and maintenance

Unit 6 Motivation, leadership and conflict [8 hrs]

- 6.1 Meaning of motivation
- 6.2 Motivation theories - Hierarchy of needs theory; Motivation –hygiene theory; and Theory X - Theory Y
- 6.3 Meaning of leadership
- 6.4 Leadership styles – Autocratic, democratic and free rein and Managerial grid theory
- 6.5 Meaning and sources of conflict
- 6.6 Conflict resolution – Avoidance, defusion, containment and confrontation

Unit 7 Communication and controlling [8 hrs]

- 7.1 Meaning and process of communication
- 7.2 Types of communication – Formal and informal communication and Interpersonal and non-verbal communication
- 7.3 Barriers to effective communication
- 7.4 Techniques for improving communication
- 7.5 Meaning of controlling
- 7.6 Types of control system - Pre-control; concurrent control and post-control.
- 7.7 Characteristics of effective control system
- 7.8 Introduction to MIS
- 7.9 Quality concept – meaning of quality, QA/QC and TQM

Homework

Assignments: Home works and class assignments shall be given to the students with emphasis on practical cases covering wide range of management practices.

Student evaluation

Student's evaluation is done as mentioned below:

- a. 40 percent (40 marks) is allocated for internal (college) evaluation and shall be allocated as follows:
 - i. 20 marks for internal (college) examination
 - ii. 15 marks for class assignments and class participation
 - iii. 05 marks for attendance and discipline
- b. 60 percent (60 marks) is allocated for final (university) examination.

Question specification

For final examination to be conducted by the university, marks shall be allocated as mentioned below:

1. There shall be 10 specific answer questions of 1 mark each.
2. There shall be 3 long answer questions of 10 marks each of which candidates are required to attempt only 2 but one question shall have a case which shall be made compulsory.
3. There shall be 8 short answer questions of 5 marks each of which candidates are required to attempt only 6 questions.
4. Questions shall, in general, cover all the units and the weight given to each question shall be as per the time allocated to each unit.
5. Duration of the examination shall be of 3 hours
6. To pass the examination a candidate has to secure 40 % or above marks in the examination.
7. It is expected that students' answer should be neat and clean, systematic and should have answered as taught in the classroom and according to the reading materials as prescribed. However, students are encouraged to utilize their creativity and analytical skill.

3. Model question

The questions in the examination, in general, will be asked as per the allocated class hour for that particular unit. The table below shows the units and the weight received by the particular unit.

Unit	1	2	3	4	5	6	7
Weight (Hrs.)	3	6	6	8	6	8	8
Percentage	7	13	13	18	13	18	18
Marks to be allocated	6 + 2	10	10	14	10	14	14

A model question is given below, which can be followed in instructing students at the class and in setting question paper for university examination.

**Tribhuvan University Institute of
Science and Technology Final
Examination**

FM: 60

Time: 3 hours

PM: 24

Course: Introduction to Management

Group A (1 x 10 = 10)*Answer all the questions.*

1. Give specific answer to the following questions:
 - a. What is management?
 - b. Write three principles of scientific management.
 - c. Write four components of internal environment.
 - d. What is planning?
 - e. Write down four steps of MBO process
 - f. Write down any three types of organization.
 - g. What is centralization?
 - h. Write with which theory the name of Psychologist Abraham Maslow is associated with in the field of management?
 - i. Write any three barriers in effective communication
 - j. What is quality assurance?

Group B (2 x 10 = 20)*Answer two questions from this section, but question no 4 is compulsory.*

2. What do you understand by group decision making? Write down the strengths and weaknesses of group decision making.
3. What is controlling? Discuss the types of control system.
4. Read the case given below and answer the questions given:

Mr. Huta Ram Vaidya is an agri-engineer and is in his old age. He is already retired from government service. He is known in the country as a leader of Save the Bagmati Campaign. Despite of his old age, he is very active in his mission. He is not paid for this campaign.

When he was asked why he is involved in this campaign, he said that Bagmati is a holy river and a beauty of the city. This has to be protected for future generation. Therefore, I feel great satisfaction from this involvement. My mission is to see a clean Bagmati river flowing across Kathmandu city.

Question: Explaining the Maslow's hierarchy of need theory, describe the motivation behind the Vaidya's involvement in Save the Bagmati Campaign.

Group C (6 x 5 = 30)

Attempt any six questions from this section.

5. Briefly describe the system theory of management.
6. Discuss the external environment that influences the organization's ability to attain goals.
7. Describe the types of planning.
8. Compare between line and line & staff types of organization.
9. Explain Managerial Grid Theory of leadership with the help of a figure.
10. What is communication? Discuss formal and informal communication.
11. What is MIS? Discuss its importance for an organization.
12. Describe the sources of conflict.

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