

**Pokhara University**  
**Faculty of Management Studies**

Course Code: MGT 222  
 Course title: **Principles of Management**  
 Nature of the course: Theory + Practical  
 Year: Second  
 Level: Bachelor  
 Semester: III

Full marks: 100  
 Pass marks: 45  
 Credit Hrs: 3  
 Total periods: 48 hours  
 Program: BCSIT

### 1. Course Description

This course provides an insight into the principles and practices of management. It explores the fundamental concepts, theories, and techniques essential for effective management across various sectors & industries. Students will gain insight into the evolution of management thoughts, basic functions of management, and emerging concepts in management. This course also includes IT-integrated management concepts to address the evolving requirements of contemporary business and other organizations.

### 2. General Objectives

The main aim of this course is to equip students with the concepts and techniques required to manage complex businesses and other modern organizations. On completion of the course, students will be able to:

- Describe the basic concepts, functions, and techniques of management.
- Explain the evolution of management thoughts.
- Evaluate and apply management theories in organizational decision making and problem-solving.
- Explain the contemporary views, issues, and challenges in management to cater to the changing needs of modern businesses and other organizations.
- Explain requirement of IT Management in the current world.

### 3. Methods of Instruction

Teachers can use diverse methods of instruction to deliver this course. They are as follows:

- Lecture
- Group discussion
- Case study analysis
- Quiz
- Roleplay
- Problem-solving exercises
- Videotapes
- Self-assessment exercises
- Flipped classroom
- Home assignment and feedback
- Article review and presentation
- Field visit
- Project work
- Collaborative learning
- Guest lecture

### 4. Course Contents

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Explain the key aspects and characteristics of management.</li> <li>• Describe the basic management functions and discuss the managerial roles.</li> <li>• Discuss the basic management skills</li> </ul>	<p><b>Unit I: Introduction to Management (5 hrs.)</b></p> <p>1.9 Concept and characteristics of management</p> <p>1.10 Basic management functions</p>

Specific Objectives	Contents
<p>needed for today's managers.</p> <ul style="list-style-type: none"> <li>Review contemporary challenges for managers.</li> </ul>	<p>1.11 Managerial roles 1.12 Fundamental management skills 1.13 Contemporary issues of Management</p>
<ul style="list-style-type: none"> <li>Introduce the historical context of management.</li> <li>Trace out the early management theories and critically appraise them.</li> <li>Discuss the contemporary management theories.</li> </ul>	<p><b>Unit II: The Evolution of Management Thoughts (6 hrs.)</b></p> <p>2.7 The historical context of management 2.8 The classical management theory 2.9 The behavioral management theories 2.10 The quantitative management theory 2.11 Contemporary management theories: Systems theory, contingency theory, and dynamic capabilities theory</p>
<ul style="list-style-type: none"> <li>Define decision making and its types.</li> <li>Explain the decision making process</li> <li>Discuss the various approaches in decision making.</li> <li>Outline the decision-making biases and errors.</li> <li>Review the cutting-edge approaches for improving decision making.</li> </ul>	<p><b>Unit III: Decision Making (7 hrs.)</b></p> <p>3.3 Concept of decision making 3.4 Types of decision making 3.5 The decision making process 3.6 Approaches in decision making: Rationality, bounded rationality, intuition, evidence-based management, and crowdsourcing 3.7 Decision making biases and errors 3.8 Cutting-edge approaches for improving decision making</p>
<ul style="list-style-type: none"> <li>Define planning and delineate its importance</li> <li>Describe the planning process.</li> <li>Discuss the contingency factors and contemporary issues in planning.</li> <li>Define organizing and identify the basic elements of the organizing function.</li> <li>Describe traditional organizational designs.</li> <li>Discuss organizing for flexibility in the twenty-first century.</li> </ul>	<p><b>Unit IV: Planning and Organizing (7 hrs.)</b></p> <p>4.6 Definition, importance, and types of planning. 4.7 The planning process 4.8 Contingency factors in planning 4.9 Contemporary issues in planning 4.10 Concept of organizing and its basic elements 4.11 Traditional organizational designs 4.12 Organizing flexibility in the twenty-first century</p>

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Describe the meaning of leadership and differentiate between management and leadership.</li> <li>• Delineate the various sources of power in leadership.</li> <li>• Explain the trait, behavioral, and contingency theories in leadership.</li> <li>• Discuss the contemporary views of leadership.</li> <li>• Describe the concept, components, and importance of emotional intelligence in leadership.</li> </ul>	<b>Unit V: Leadership (7 hrs.)</b> 5.1 The meaning of leadership 5.2 Management versus leadership 5.3 Leadership and power 5.4 Early leadership theories: trait theories and behavioral theories 5.5 Contingency theories of leadership: Hersey and Blanchard's situational leadership theory, path-goal theory 5.6 Contemporary views of leadership 5.7 Emotional intelligence in leadership
<ul style="list-style-type: none"> <li>• Define motivation.</li> <li>• Explain the early theories of motivation.</li> <li>• Describe the contemporary theories in motivation.</li> <li>• Discuss the current issues in motivation.</li> </ul>	<b>Unit VI: Motivation (6 hrs.)</b> 6.1 Concept of Motivation 6.2 Early theories of motivation: Maslow's need hierarchy theory, McGregor's theory X and theory Y, Herzberg's two-factor theory 6.3 Contemporary theories in motivation: Goal setting theory, reinforcement theory, equity theory, and expectancy theory 6.4 Contemporary issues of motivation
<ul style="list-style-type: none"> <li>• Explain the concept and basic element of control.</li> <li>• Explain the purpose of control, types of control, and the steps in the control process.</li> <li>• Identify the forms of operations control.</li> <li>• Describe the budgets and other tools for financial control.</li> <li>• Discuss structural and strategic controls.</li> <li>• Identify features of effective control including why people resist control and how managers can overcome this resistance.</li> <li>• Discuss contemporary issues in control.</li> </ul>	<b>Unit VII: Controlling (6hrs.)</b> 7.1 Concept and basic elements of control 7.2 The nature of control: Purpose, types, and steps 7.3 Operations control 7.4 Financial control 7.5 Structural control 7.6 Strategic control 7.7 Managing control in organizations 7.8 Contemporary issues in controlling
<ul style="list-style-type: none"> <li>• Explain the strategic importance of information.</li> <li>• Describe the characteristics and costs of useful information.</li> <li>• Explain the basics of capturing, processing, and protecting information.</li> <li>• Describe how companies can access and</li> </ul>	<b>Unit VIII: IT for Management (4hrs.)</b> 8.1 The strategic importance of information for management. 8.2 Characteristics and costs of useful information 8.3 Capturing, processing, and protecting

Specific Objectives	Contents
share information and knowledge.	information 8.4 Issues managing information system

#### 4. Evaluation Scheme

The evaluation scheme consists of both internal and external. The external evaluation shall be done through the semester-end examination held by the university, and it carries 50% weightage of the total. The internal evaluation shall be done by the teacher who delivers the course. The internal evaluation carries the remaining 50% of the total. The internal evaluation of students includes individual as well as group work and on-the-classroom as well as off-the-classroom activities. The tabular presentation of the internal evaluation is as follows:

S. N.	Internal evaluation components	Marks (weightage)
1	Attendance and class participation	5 (10%)
2	Home assignments including case studies	5 (10%)
3	Quizzes	5 (10%)
4	Presentations	10 (20%)
5	Group Project work/term paper (field-visit or review based)	10 (20%)
6	Internal assessment/exam	15 (30%)

#### 5. Student Responsibilities

Each student must secure at least 45% marks separately in internal evaluation with minimum of 80% attendance in the class to appear in the Semester End Examination. Failing to get such a score will be given NOT QUALIFIED (NQ) to appear in the Semester-End Examinations. Students are advised to attend all the classes, formal exams, tests, etc., and complete all the assignments within the specified period. Students are required to complete all the requirements defined for the completion of the course.

#### 6. Prescribed Books

##### Text Books

Griffin, R. W. (2022). *Fundamentals of management* (10<sup>th</sup> ed.). Boston, USA: Cengage Learning.

Robbins, S. P., & Coulter, M. (2021). *Management* (15<sup>th</sup> ed.). Harlow, UK: Pearson.

Willams, C., Champion, T., & Hall, I. (2018). *MGMT: Principles of management* (3<sup>rd</sup> ed.). Toronto, Canada: Nelson Education Ltd.

##### Reference Books

Jones, G. R., & George, J. M. (2022). *Contemporary management* (12<sup>th</sup> ed.). New York, USA: McGraw Hill.

Singh, C., & Khatri, A. (2024). *Principles and practices of management and organizational behavior*. London, UK: Routledge.