



Course Handout (Part-II)  
II SEMESTER (2015- 16)

**Date: 12th January 2016**

In addition to part I (General Handout for all courses appended to the time table) this portion gives specific details regarding the course.

<b>Course No.</b>	: MGTS F211/ MGTS C211
<b>Course Title</b>	: PRINCIPLES OF MANAGEMENT
<b>Instructor In-charge</b>	: SARVESH SATIJA
<b>Instructors</b>	: Jayashree Mahesh, Neetu Yadav, Praveen Goyal

**Scope and Objectives of the Course:**

The course provides students with a practical and concrete explanation of management and business concepts and techniques they will need to manage today's and tomorrow's organizations. The course will follow the "planning, organizing, leading, controlling" format of managerial functions while putting together many small pictures presented by individual modules into one bigger meaningful picture. This approach will be supplemented at appropriate points with modules on: (i) Business & Economic fundamentals, financial statements, international management, operations management, human resource management, marketing and strategic management, management information systems. (ii) Managerial competencies: motivation, communication, team building, decision making and leadership. At end of course students are expected to understand role of components of bigger picture and interactions between and among components.

**Text Book**

**T1.** Stephen P. Robbins, Mary Coulter and Neharika Vohra, "Management", Pearson Education, 2009, 10th edition

**Reference Books**

- R1.** Koontz H. and Weihrich H., "Essentials of Management", Mcgraw Hill Int. Ed., 2004, 8<sup>th</sup> edition
- R2.** Bhat A. and Kumar A., "Management: Principles, Processes & Practices", Oxford University Press, 2008, 1st edition
- R3.** Robbins, DeCenzo, Bhattacharya, Agarwal, "Fundamentals of Management", Pearson Education, 2008, 6th edition
- R4.** Richard L. Daft, "Management", Cengage Learning, 10th edition.

**Course Plan**

Sl.	Chapter's title	Learning objectives	Reference in text book	LH*
<b>PART 1: INTRODUCTION</b>				
1	Introduction to Management and Organizations	Classify managers and non managers, define management & describe functions, roles and skills of managers, characteristics of an organization and value of studying management.	T1 Chapter 1 (4 -17)	3
2	Management History	Historical background of management, classical approach, quantitative approach, behavioral and contemporary approach	T1 Chapter 2 (23-37)	2
3	Organizational Culture and Environment	Omnipotent and symbolic views of managers, importance of organization culture, identify features of general and specific environment	T1 Chapter 3 (43-51, 57-63) RA 52-56	2
4	Managing in a Global Environment / International Management	Contrast various attitudes towards global business, importance of WTO and regional trading alliances, structures organizations use as they go global, relevance of political, legal, economic and cultural environments to global business.	T1 Chapter 4 (69-82) RA 83-85	2
5	Social Responsibility and Managerial Ethics	Meaning and factors influencing social responsibility, greening of management, factors that lead to ethical and unethical behavior	T1 Chapter 5 (93-104) RA 110-113	2
<b>PART 2: FUNCTIONS OF MANAGEMENT – PLANNING</b>				
6	Managers as Decision Makers	Steps in the decision making process, three ways managers make decisions, decision making conditions, styles and biases	T1 Chapter 6 (121-137)	3
7	Foundations of Planning	Nature and purpose of planning, types of goals & plans, approaches to goal setting & contemporary issues in planning	T1 Chapter 7 (145-157)	2
8	Strategic Management	Definition & importance, steps in strategic management, types of corporate strategies, concept of competitive advantage	T1 Chapter 8 (163-175)	3
<b>PART 3: FUNCTIONS OF MANAGEMENT- ORGANIZING</b>				
9	Organizational Structure and Design	Six key elements of organizational design, mechanistic/organic model, comparison of traditional & contemporary designs	T1 Chapter 9 (185-198)	2

10	Managing Teams	Group & stages of group development, factors determining group performance, team & best practices for team performance	T1 Chapter 11 (235-251)	2
11	Managing Change, and Innovation	Different views and types of change process, managing resistance to change, innovation and techniques for stimulating innovation	T1 Chapter 12 (261-269) RA 271-277	1
<b>PART 4: FUNCTIONS OF MANAGEMENT – LEADING</b>				
12	Managers and Communication	Nature & function of communication, methods of interpersonal communication, barriers and direction of communication flow	T1 Chapter 14 (317-330)	1
13	Motivating Employees	Define motivation, compare and contrast early theories of motivation, compare and contrast contemporary theories of motivation & current issues	T1 Chapter 15 (343-358) RA 365-366	3
14	Managers as Leaders	Define leader/ leadership, compare and contrast early theories of leadership, understand three contingency theories, understand modern views on leadership.	T1 Chapter 16 (373-384) RA 384-390	3
<b>PART 5: FUNCTIONS OF MANAGEMENT- CONTROLLING</b>				
15	Introduction to Controlling	Understand nature and importance of control, three steps in the control process, tools used to measure organizational performance	T1 Chapter 17 (401-407, 410-411)	1
16	Planning Tools and Techniques	Techniques for assessing environment, techniques for allocating resources & contemporary planning techniques	T1 Appendix B (473-483)	1
<b>PART 6: BUSINESS FUNCTIONS</b>				
17	Managing Human Resources	Importance and tasks associated with HRM, types of orientation, training & strategies for employee retention	T1 Chapter 10 (207-222)	1
18	Managing Operations/Value Chain Management	Understand role of operations management, nature and purpose of value chain management, managing operations by using value chain management	T1 Chapter 18 (429-440)	1
19	Marketing Management	Understand the marketing plan and its elements, frame marketing objectives & goals, understand the different elements of marketing mix, marketing strategies and concept of product life cycle	Class Notes	1
20	Financial Management	Introduction to various financial statements like Balance sheets, P&L Account, Fund Flow and Cash Flow Statements	Class Notes	1
21	Management Information System	Understand the need and importance of MIS in the present business environment	Class Notes	1
LH*: Lecture Hours; RA: Reading Assignment			<b>TOTAL</b>	<b>38</b>

#### Evaluation Scheme:

Sl.	Evaluation Component	No. of test(s)	Duration	Weightage	Date & Time	Nature of Component
1	Mid- Semester Evaluation	1	90 min.	30%	19/3 11:00 - 12:30 PM	Closed Book
2	Case Study (in Groups)	3 of 4	50 min.	15%		Discussion & Written Mode
3	Announced quiz	1	50 min.	5%	To be announced	Closed Book
4	Assignment- Report & Presentations (in Groups)	1	----	10%		Report Submission & Presentations
5	Comprehensive Exam	1	3 hours	40%	14/5 AN	Partly Open Book

- Students are advised to read newspapers, business magazines such as Business Today, HBR, Business India, etc. to relate the concepts learnt.
- Class notes will be provided as a supplement to certain chapters. This will be kept in a file titled “Principles of Management’ in the reference section of the library.

**Chamber Consultation Hour:** To be announced in the class.

#### Note:

- All the notices concerning the course will be put up on NALANDA and/ or Department of Management Notice Board.
- **Mid semester grading/ marks** will be announced after Mid- Sem.
- Special lectures and/ or evaluations could be conducted from 3- 5 pm on March- 26th, and April- 2nd, 9th, 16th & 23rd. Students are advised to keep themselves available for the same.
- In all evaluative component(s), the answers given/ provided from all the sources of information other than the recommended textbook and reference books ( like internet, blogs etc. ) would not be treated as standard (expected ) answers.
- Makeup will be given only on genuine/ medical grounds. For that, **prior permission** of the IC is mandatory.
- Please strictly adhere to the test seating plan, as advised. Any violation in that will result in cancellation of the student’s answer sheet.

**Instructor-in-Charge (MGTS F211)**