



Lahore University of Management Sciences

MGMT 142 - Principles of Management

Summer 2024

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Office Hours	TBA
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Course URL	LMS

Course Basics				
Credit Hours	3			
Lecture(s)	Nbr of Lec(s) Per Week	5	Duration	70 Minutes
Recitation/Lab (per week)	Nbr of Lec(s) Per Week	-	Duration	-
Tutorial (per week)	Nbr of Lec(s) Per Week	-	Duration	-

Course Distribution	
Core	Core
Open for Student Category	

COURSE DESCRIPTION
Principles of Management is a rich, interactive learning experience designed to give students an overarching view of management and organizations and the basic intellectual tools and aptitudes they need to meet today's organizational challenges. This basic management course will investigate the different functions of management, namely planning, organizing, leading and controlling. In tandem, the course will explore how issues such as organization structure, technology, innovation, ethics, corporate responsibility, organization culture, the competitive environment and customer-focus influence managerial decision making.

COURSE PREREQUISITE(S)	
	NONE

COURSE LEARNING OBJECTIVES	
<ul style="list-style-type: none">•••	<ol style="list-style-type: none">1. To introduce business and non-business students to various topics pertaining to management such as social responsibility, ethics, global management, leadership, organization change, entrepreneurship, human resource management, organizational culture & structure and motivation etc.2. To help students understand and appreciate different managerial functions and their application in an organizational setting.3. Enabling students to critically examine managerial decision-making and the reasons and the context it takes place in so as to sharpen their own judgment to make informed decisions.



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UNDERGRADUATE PROGRAM LEARNING GOALS & OBJECTIVES

General Learning Goals & Objectives

Goal 1 –Effective Written and Oral Communication

Objective: Students will demonstrate effective writing and oral communication skills

Goal 2 –Ethical Understanding and Reasoning

Objective: Students will demonstrate that they are able to identify and address ethical issues in an organizational context.

Goal 3 – Analytical Thinking and Problem Solving Skills

Objective: Students will demonstrate that they are able to identify key problems and generate viable solutions.

Goal 4 – Application of Information Technology

Objective: Students will demonstrate that they are able to use current technologies in business and management context.

Goal 5 – Teamwork in Diverse and Multicultural Environments

Objective: Students will demonstrate that they are able to work effectively in diverse environments.

Goal 6 – Understanding Organizational Ecosystems

Objective: Students will demonstrate that they have an understanding of Economic, Political, Regulatory, Legal, Technological, and Social environment of organizations.

Major Specific Learning Goals & Objectives

Goal 7 (a) – Discipline Specific Knowledge and Understanding

Objective: Students will demonstrate knowledge of key business disciplines and how they interact including application to real world situations (Including subject knowledge).

Goal 7 (b) – Understanding the “science” behind the decision-making process (for MGS Majors)

Objective: Students will demonstrate ability to analyze a business problem, design and apply appropriate decision-support tools, interpret results and make meaningful recommendations to support the decision-maker

Indicate below how the course learning objectives specifically relate to any program learning goals and objectives.

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	COURSE ASSESSMENT ITEM
Goal 1 –Effective Written and Oral Communication	<i>Objective 2</i>	<i>CP, Exams, Assignments, Project</i>
Goal 2 –Ethical Understanding and Reasoning	Objectives 1, 2 and 3	CP
Goal 3 – Analytical Thinking and Problem Solving Skills	Objectives 2 and 3	CP, Assignments, Project
Goal 4 – Application of Information Technology	Objectives 1 and 2	
Goal 5 – Teamwork in Diverse and Multicultural Environments	Objectives 1 and 2	Project
Goal 6 – Understanding Organizational Ecosystems	Objective 1	Project
Goal 7 (a) – Discipline Specific	Objectives 1, 2 and 3	All Instruments



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Knowledge and Understanding		
Goal 7 (b) – Understanding the “science” behind the decision-making process	Objectives 1, 2 and 3	Assignments, Project

Grading Breakup and Policy

Source	% of Total
Quizzes	10
Class Participation (Oral + CP quizzes)	15
Assignments	15
Project	15
Mid term examination	25
Final Examination	20
Total	100*

*Note that less than 50% aggregate results in an automatic F grade in this course.

Communication:

- While sending emails to the instructor or the TA, make sure you draft formal messages. Informal emails will not be responded to.
- The instructor and TA will always be available to see you in person or via Zoom. All you have to do is to email and make an appointment.
- All course related communication (syllabus sharing, assignments, announcements and reading or session related updates etc.) is done using LMS (lms.lums.edu.pk).
- Please make sure to check the “Announcements” section on LMS every day.
- On days when LMS is down, email will be used to communicate.
- Your emails will be replied to within 24 hours on working days and 48-72 hours during weekends and holidays. Please account for these response times when asking questions related to assignments with upcoming deadlines.
- Please do not contact the TA to ask questions about course policies, deadlines or petitions etc. Only the instructor is authorized to guide you in those matters.

Assignment(s):

Assignment related deliverables, with their long deadlines, are a test of your planning process as well. As responsible professionals, you are expected to take precautionary measures against common issues such as technical and electrical glitches etc.

- Assignments submitted late but within 24 hours of the deadline lose 40% of the assignment’s grade. This means if you scored 6 out of 10 in that assignment, your actual marks will be $6 - (40\% \text{ of } 6) = 3.6$ out of 10.
- Submissions are not accepted later than 24 hours after the deadline. However, there is a special provision only in case the deadline was missed due to a medical emergency. In those situations, please gather all relevant evidence and get it verified through OSA as soon as possible. Upon their verification, I'll work with you to make up for the assignment.

Quiz(es):

- Quizzes will mostly be unannounced and will serve as reading spot checks.
- Quizzes may take place during any class for which a reading has been assigned in the course outline, including the classes during add/drop period.
- Make up quizzes will only be offered to absentees with proper medical documentation, however missed quiz petitions are entertained only when they are approved by OSA.



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Class Participation:

- CP is graded between 0-4 points each day for each student.
- CP is marked directly by me and not the TA.
- Usually, you get 4 marks for application of the concepts from the readings, 2-3 marks for merely stating the concepts and no more than 1-2 marks for making CP from general knowledge etc. (even if the person speaks multiple times).
- Failure to make good CP in response to a "cold call" result in negative marking.

Attendance Policy:

- Attendance is marked for all classes, including those in the add/drop period.
- You will not be allowed to enter the class once the session has started.
- Being away from class for more than 5 minutes gets you marked half absent and being away for more than 10 minutes counts as a full absence.
- Attending all the classes is an extremely important condition to achieve the learning goals in this course. Therefore, absences will result in negative marking.
 - In order to accommodate you for university events, personal emergencies and late enrolment etc, attendance related **petitions** are accepted for **up to four absences only**.
 - You lose one percentage point from the overall course grade for the 5th absence, two points for the 6th absence and 3 percentage points for any further absences.
- Having more than 10 absences in the course usually results in an F grade

Policy on Readings

- This course has a very strict **"no reading, no class"** policy. Which means you should not come to the class if you have not done the reading. People found to be in the class without having done their readings will be **marked absent** and will suffer a **significant negative marking**.
 - The readings and discussions are designed such that a student (with an above-average reading speed and an opportunity to concentrate well) would need to spend a good 1.5 to 2 hours per reading in order to prepare effectively for a class.
 - Students who make handwritten notes prior to class and bring those along are usually more successful in this course.
- Please **bring paper versions of your readings and notes** to the class. **Electronic devices are not allowed**. Many **printed course packs** either have **missing readings** or they have the readings in the **wrong order**. Therefore, please consult the course outline before every session to make sure that you are doing the correct readings.

Examination Detail

Midterm Exam	Yes/No: Yes Combine / Separate: Separate Duration: 75 minutes Preferred Date: Tuesday / Thursday Exam Specifications: TBA
Final Exam	Yes/No: Yes Combine / Separate: Separate Duration: 75 minutes Preferred Date: Tuesday / Thursday Exam Specifications: TBA



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COURSE OVERVIEW			
Lecture	Topics	Assigned Readings	Objectives/ Application
<i>Foundations of Management</i>			
1.	Introduction to the Course	Chapter 1	Introduction to management functions and key elements of the new competitive environment.
2.	Management in competitive world. Evolution of management	Chapter 1, Appendix A	Introduction to the classical and contemporary management approaches and their influences.
3.	The External Environment	Chapter 2 (Stop reading before "Internal Environment" section)	Understanding how environmental forces influence organizations and managerial decision making.
4.	Managerial Decision Making	Chapter 3 (Entire Chapter)	Introduction to the stages of decision making and utilizing decision making in managerial situations. Understanding organizational decision making
<i>Planning: Delivering Strategic Value</i>			
5.	Planning	Chapter 4A	Understanding the planning process and the alignment of tactical, operational and strategic planning.
6.	Strategic Management	Chapter 4B Stop Reading after "Functional Strategy"	Introduction to strategic planning and its effective implementation.
7.	Ethics and Corporate Responsibility	Chapter 5	Understanding different ethical perspectives and their influence on managerial decision making and corporate responsibility.
<i>Organizing: Building a Dynamic Organization</i>			
8.	Organization Structure	Chapter 8 (Stop reading after "Network	Introduction to different types of organization



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		Organization” section)	structures.
9.	Organizational Agility	Chapter 9	Understanding the idea of organizational agility and its relevance for success.
10.	Managerial Control	Chapter 16 (Skip Budgetary Controls and Financial Controls)	Introduction to various managerial control strategies.
11.	Mid Term Exam		
12.	Managing Technology and Innovation Project Announced	Chapter 17 (Skip Organizing for Innovation)	How to manage in the continuously changing technological environment.
Mobilizing People			
13.	Human Resource Management	Chapter 10 (Entire Chapter)	Introduction to the basic functions of HRM.
14.	Leadership – 2	Chapter 12 (Entire Chapter)	Introduction to various Leadership theories and their application.
Special Topics in Management			
15.	Motivation	Chapter 13	Introduction to various motivation theories and important concepts. Describe how designing motivating jobs (job rotation, enlargement, and enrichment), to improve performance.
16.	Nonprofit Management	Understanding the Nonprofit Sector and Nonprofit Organizations	Understanding the key concepts of nonprofit management
17.	Management versus Entrepreneurship		Understanding real life aspects of management and entrepreneurship
18.	Project Presentations		
19.	Project Presentations		
20.	Course Wrap-up	Skim all post-mid readings	
	Final Exam		



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Textbook(s)/Supplementary Readings
Course Pack