



**BUS 1370 Principles of Management**  
**Course Outline 2024**  
**Department of Business Administration**  
*Faculty of Management Studies and Commerce*  
*University of Sri Jayewardenepura*

Year and Semester:	2024 Year I Semester I (Common Programme)		
Course Code:	BUS 1370		
Course Title:	Principles of Management		
Core/ Elective:	Core course		
No. of Credits:	03		
Prerequisites:	Not Applicable		
Course Coordinator	Ms. Vidya Samarasinghe (vidya@sjp.ac.lk)		
Course Leader	Dr. Ayesha Kotuwage ( ayesha.usjp@sjp.ac.lk)		
Panel of Lecturers	Prof. Hemamalie Gunatilaka Prof. M.D. Pushpakumari Prof. Rupika Senadheera Dr. Kalyani Kariyapperuma Dr. Ayesha Kotuwage Ms. Jeevani Senevirathne Dr. Yasanthi Alahakoon Ms. Bhagya Jayasekara Ms. Pivindi Alwis Ms. Vidya Samarasinghe Mr. Nirmal Chathuranga Ms. Anuruddika Jayathilaka Ms. Bhagya Fernando Mr. Tharindu Perera Ms. Pramoda Karunarathna		
Notional Hours	Direct Contact Hours	Other Notional Hours	Total
	75 Hours (Teaching and Tutorial Activities)	75 Hours (Independent Learning)	150 Hours

Aim/s of the Course:	The aim of the Course is to provide an understanding of basic concepts and theoretical foundations of Management. Developing this foundational knowledge will be beneficial for subsequent study of courses in different Degree Programmes.
Course Description:	This is an elementary course which aims to provide a comprehensive introduction to the key facets of an organisation, its environment, the process of Management and new trends in Business Management. Along with an introduction to the historical evolution of Management, the Course will facilitate participants to gain a basic knowledge of the concepts, models, theoretical foundations of Management, and the role of Management in organisations and society. Thereby, the Course will provide the students with a profound knowledge and management skills and competencies vis-à-vis planning, organising, leading, controlling, organisational decision making while making them socially responsible towards the environment. The knowledge gained through this Course will be beneficial for participants to follow their Degree Programme successfully.
Intended Learning Outcomes of the Course (ILOs)	ILO 01: To identify the nature of Organisation, basic concepts in Management, managerial roles, and different approaches to Management and managerial decision making.
	ILO 02: To examine and explore the relationship between Organisation and its environment.
	ILO 03: To identify and explain the functions of Management.
	ILO 04: To reflect upon the different theoretical underpinnings and explore their current applicability.

	Session	Main Topic/Subtopics	Ref. for readings	Ref. for ILOs
Course Specification / Content (Main topics, Sub topics):	Session 01	<b>Lesson 01 – Introduction to Organisation and Management</b> Organisation, Classification of Business Organisations, Management, Core concepts in Management, Management functions, Manager, Management skills, Types of managers, Manager roles, Factors which reshape and redefine management,	Course Outline Robbins, S.P., Coulter, M.A., & De Cenzo, D.A. (2020). <i>Fundamentals of Management</i> (11th ed.). Chapter 01. Pearson Education Limited.  Samson, D., Donnet, T., & Daft, R.L. (2021). <i>Management</i> (7th ed.).	ILO 01

		Challenges faced by managers in 21st century.	Chapter 01. Cengage Learning.	
	Session 02	Lesson 01 continued.		
	Session 03	Lesson 01 continued.		
	Session 04	Lesson 01 continued.		
	Session 05	<b>Lesson 02 – Evolution of Management Thought</b> Early Management, Classical approach, Behavioural approach, Quantitative approach, Contemporary approaches, Innovative management thinking into the future.	Robbins, S.P., Coulter, M.A., & De Cenzo, D.A. (2020). <i>Fundamentals of Management</i> (11th ed.). Chapter 01. Pearson Education Limited.  Samson, D., Donnet, T., & Daft, R.L. (2021). <i>Management</i> (7th ed.). Chapter 02. Cengage Learning.	ILO 01 & ILO 04
	Session 06	Lesson 02 continued.		
	Session 07	Lesson 02 continued.		
	Session 08	<b>Lesson 03 – Organisation and Its Environment</b> Internal and external environment and its importance, VUCA environment, Stakeholders, Ethics and Corporate Social Responsibility.	Robbins, S.P., Coulter, M.A., & De Cenzo, D.A. (2020). <i>Fundamentals of Management</i> (11th ed.). Chapter 04. Pearson Education Limited.  Samson, D., Donnet, T., & Daft, R.L. (2021). <i>Management</i> (7th ed.). Chapter 03. Cengage Learning.	ILO 02 & ILO 04
	Session 09	<b>Lesson 04 – Managerial Decision Making</b> Types and conditions of decision-making, Decision-making models, Personal decision styles, Group decision making techniques.		ILO 01 & ILO 04
	Session 10	Lesson 04 continued.		

	Session 11	<b>Lesson 05 – The Process of Planning</b> Define planning, Planning process, Elements of planning, Levels of planning in an Organisation, Types of plans.	Griffin, R.W. (2016). <i>Fundamentals of Management</i> (8th ed.). Chapter 03. Cengage Learning.  Samson, D., Donnet, T., & Daft, R.L. (2021). <i>Management</i> (7th ed.). Chapter 07. Cengage Learning.	ILO 01, ILO 03 & ILO 04
	Session 12	Lesson 05 continued.		
	<div>Mid-Semester Examination</div>			
	Session 13	<b>Lesson 06 – Organising and Organisational Design</b> Define organising, Organising process, Basic elements of organising, Basic forms of organisational design, Contemporary organisational designs.	Griffin, R.W. (2016). <i>Fundamentals of Management</i> (8th ed.). Chapter 06. Cengage Learning.	ILO 01, ILO 02, ILO 03 & ILO 04
	Session 14	Lesson 06 continued.		
	Session 15	Lesson 06 continued.	Griffin, R.W. (2016). <i>Fundamentals of Management</i> (8th ed.). Chapter 06. Cengage Learning.	ILO 01, ILO 02, ILO 03 & ILO 04
	Session 16	Lesson 06 continued.		
	Session 17	<b>Lesson 07 – Leading People</b> Define leadership, Trait approach, Behavioural approach, Contingency approach, Trends in contemporary leadership studies.	Samson, D., Donnet, T., & Daft, R.L. (2021). <i>Management</i> (7th ed.). Chapter 15. Cengage Learning.	ILO 01, ILO 03 & ILO 04
	Session 18	Lesson 07 continued.		
	Session 19	<b>Lesson 08 – Motivating People</b> Define and explain motivation, Theories of motivation, Current issues in motivating people.	Robbins, S.P., Coulter, M.A., & De Cenzo, D.A. (2020). <i>Fundamentals of Management</i> (11 <sup>th</sup> ed.).	ILO 01, ILO 03 & ILO 04

	Session 20	Lesson 08 continued.	Chapter 11. Pearson Education Limited.	
	Session 21	<b>Lesson 09 – Communication in Organisation</b> Role of communication, Barriers to effective communication and overcoming those barriers.	Samson, D., Donnet, T., & Daft, R.L. (2021). <i>Management</i> (7th ed.). Chapter 17. Cengage Learning.	ILO 01, ILO 03 & ILO 04
	Session 22	Lesson 09 continued.		
	Session 23	<b>Lesson 10 – Organisational Control</b> Importance and purpose of controlling, Process of controlling, Behavioural implications of control and how to overcome them.	Griffin, R.W. (2016). <i>Fundamentals of Management</i> (8th ed.). Chapter 14. Cengage Learning.	ILO 01, ILO 03 & ILO 04
	Session 24	Lesson 10 continued.		
	Session 25	<b>Lesson 11 – Alternative Approaches to Management</b> Critically reflect on conventional organisations, Role of alternative Organisations in contemporary society.	Cheney, G., & Munshi, D. (2017). Alternative forms of organization and organizing. In C. Scott, & L. Lewis (Eds.), <i>The international encyclopedia of organizational communication</i> (pp. 59-67). Wiley-Blackwell.	ILO 01, ILO 03 & ILO 04
	Session 26	<b>Lesson 12 – Diversity of/and Management</b> How diversity has challenged the traditional management practices, Importance of managing diversity in organisations.	Robbins, S.P., & Coulter, M.A. (2021). <i>Management</i> (15th ed.). Chapter 05. Pearson Education Limited.	ILO 01, ILO 02, ILO 03 & ILO 04
	Session 27	Concluding Session - I	N/A	ILO 01, ILO 02, ILO 03 & ILO 04
	Session 28	Concluding Session – II		

Teaching- Learning Methods	<p>With a view of achieving the learning objectives effectively, the Course comprises of Interactive Lecture Sessions (03 Hours per Week). Teaching/learning methods of the Course are mainly informed by direct contact hours with students in a series of lectures which is comprised of twenty-eight (28) classroom sessions. Various student-centred teaching and learning methods, such as interactive discussions, independent learning activities, team-based learning and other small group activities, and problem-based learning, will be used within the classroom sessions in order to achieve the intended learning outcomes of each lesson. Students' participation for the classroom sessions is compulsory and the attendance is closely monitored. The lecture series is connected to a parallelly run tutorial series which is designed with the intention of providing assistance to the students' learning process.</p> <p><b>Learning Management System (LMS):</b></p> <p>In addition to the Course Guide and the recommended readings of this course, it is essential that students access the available resources in the Learning Management System (LMS). The students can access the LMS via <a href="http://lms.mgt.sjp.ac.lk">http://lms.mgt.sjp.ac.lk</a>. Learning materials relating to each lesson will be uploaded to the LMS in advance to the respective lecture sessions by the Course Coordinator. Thus, the students are required to visit the LMS and refer to the reading materials and other learning materials before attending the lectures. The username and password to log in to the LMS could be obtained through the respective Course Lecturer.</p> <p><b>Role of the Students:</b></p> <p>In order to complete this course successfully, the student has to play an active role throughout the Course. It is essential that the students read the relevant lesson of the Course Guide before attending the respective lecture session. However, students must remember that the Course Guide is only a road map. Thus, students should focus on improving their knowledge through multiple sources, including reading and other learning materials uploaded to LMS, knowledge gathered from lectures and tutorial sessions. Reading is one of the foremost keys to progress in this course. Therefore, students are required to read the recommended as well as additional reading materials on regular basis.</p>
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	Method	Details	Marks as a %
Assessment Methods /Details	<b>Continuous Assessments</b>	Group/Individual Activities carried out during the Lecture Series (Further details will be provided during the lecture sessions)	30
	<b>End Semester Examination</b>		70
	* Total		100
Recommend ed Readings	<p>Griffin, R.W. (2016). <i>Fundamentals of Management</i> (8th ed.). Cengage Learning.</p> <p>Samson, D., Donnet, T., &amp; Daft, R.L. (2021). <i>Management</i> (7th ed.). Cengage Learning.</p> <p>Robbins, S.P., &amp; Coulter, M.A. (2021). <i>Management</i> (15th ed.). Pearson Education Limited.</p> <p>Robbins, S.P., Coulter, M.A., &amp; De Cenzo, D.A. (2020). <i>Fundamentals of Management</i> (11th ed.). Pearson Education Limited.</p>		
Additional Readings	<p>Apart from the recommended readings, students should also refer the following additional readings.</p> <p>Alvesson, M., &amp; Wilmott, H. (2012). <i>Making sense of management: A critical introduction</i>. Sage Publishing.</p> <p>Anand, N., &amp; Daft, L.R. (2007). What is the right organization design? <i>Organizational Dynamics</i>, 36(4), 329–344.</p> <p>Bueno, S.J.M., &amp; Gonzalez, S.I. (2010). Towards new organizational forms. <i>International Journal of Organizational Analysis</i>, 18(3), 340–357.</p> <p>Certo, S.C., &amp; Certo, S.T. (2019). <i>Modern management: Concepts and skills</i> (15th ed.). Pearson Education Limited.</p> <p>Drucker, P. (2010). <i>The Practice of management</i>. Butterworth-Heinemann Elsevier Ltd.</p> <p>Jones, G.R., &amp; George, J.M. (2022). <i>Contemporary management</i> (12th ed.). Tata McGraw-Hill.</p> <p>Stoner, J.A.F., Freeman, R.E., &amp; Gilbert, D.R. (2009). <i>Management</i>. Prentice Hall.</p> <p>To examine contemporary issues relating to the field, the students are encouraged to read the management journals, magazines and newsletters. More specifically, it is recommended that the students get familiarised with the following journals.</p> <ul style="list-style-type: none"> <li>– Journal of Management Studies</li> <li>– Harvard Business Review</li> <li>– Organization</li> </ul>		

Course Policies	<p><b>Attendance Policy</b></p> <p>A student should meet the requirement of 80% attendance for the entire course sessions to sit for the end semester examination.</p>
	<p><b>Binding Policy</b></p> <p>If the students are required to submit printed copies of their assignments, they should <b>avoid</b> using polythene and plastic for binding as a practice for environment friendliness. <b>As an alternative, the students can use perfect binding with a hard board back cover.</b> And the binding should be simple and neat.</p>
	<p><b>Plagiarism Policy</b></p> <p>Simply put, Plagiarism is an act of appropriating someone else's idea and/or work by a student as his/her own idea and/or work. In the academic world it is treated as a serious academic misconduct. Therefore, many preventive and corrective actions have been introduced to eradicate plagiarism and related academic misconduct among the students. Adhering to these preventive and corrective actions and the Plagiarism Policy of the Faculty of Management Studies and Commerce, the students are instructed to avoid plagiarism and any act of related academic misconduct when developing your assignments in this course. If the course lecturer/s, the course coordinator and/or the examiner/s detect any act of plagiarism and the related academic misconduct committed by a student/s vis-à-vis any assignment developed by a student/s individually or collectively, in this course the student/s may either lose marks allocated for the assignment (up to 80 per cent) or the student/s may be asked to resubmit the assignment. Any resubmission may earn marks up to 40 per cent of the total marks originally allocated for the assignment.</p>
	<p><b>Classroom Discipline</b></p> <p>Proper self-conduct of students is always expected to ensure the smooth functioning of classroom activities. Therefore, the participants are advised not to behave in disruptive manner during the lectures. Disruptive behaviour includes interruption caused by mobile phones and other electronic devices, chattering, sleeping, and disengagement.</p>
	<p><b>Policy on the Students with Special Needs</b></p> <p>By adhering to the policies and standards of the University and the Faculty, the Department provides needed facilities to the students with special needs as and when necessary and applicable.</p>