



Course Handout (Part-II)
II SEMESTER (2020 - 21)

Date: 18th January 2021

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

Course No.	: MGTS F211
Course Title	: PRINCIPLES OF MANAGEMENT
Instructor In-charge	: JYOTI
Instructors	: Deepak Kr Saxena, Neetu Yadav, Shaili Singh
Tutorial Instructor	: Jyoti, Deepak Kr Saxena, Neetu Yadav, Shaili Singh

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. Managers are one thing that all organizations- no matter the size, kind, or location-need. And undoubtedly, the world managers face has changed, is changing, and will continue to change. Management is a *dynamic* subject, and the course provides students with the best possible understanding of what it means to be a manager confronting change and to best prepare for that reality. The course covers managerial functions, business functions while putting together many small picture presented in each module into one bigger meaningful picture. This approach is supplemented with a module on "Managerial Competencies" that helps to inculcate required managerial skills. Class lectures are supported with readings about business, corporates, and economy integrating theoretical learning with real world.

Text Book

T1. Stephen P. Robbins, and Mary Coulter, "Management", Pearson Education, 2017, 13th edition

Reference Books

- R1. Koontz H. and Weihrich H., "Essentials of Management", McGraw Hill Int. Ed., 2015, 10th edition
- R2. Bhat A. and Kumar A., "Management: Principles, Processes & Practices", Oxford University Press, 2016, 2nd edition
- R3. Robbins, Coulter, and DeCenzo, "Fundamentals of Management", Pearson Education, 2016, 9th edition
- R4. Richard L. Daft, "Management", Cengage Learning, 10th edition.

Course Plan

Sl.	Topic	Learning objectives Supplementary Reading(s) and Case(s)	Reference in text book	LH*
PART 1: INTRODUCTION				
1	Introduction to Management and Organizations	Explain why managers are important to organizations, define management & describe functions, describe the factors that are reshaping and redefining manager's job, and types of organizations, work, and managers in future. R1 & CC: Work in the future will fall into these three categories (HBR) R2: What Millennials want from a new job? (HBR Ascend) R3: Robots will devour jobs more slowly than you think (MIT Technology Review) <i>Case: Cashless Aftermath: Effectiveness v/s Efficiency worriers</i>	T1 Chapter 1 (4-14)	2
2	Management History	Historical background of management, classical approach, quantitative approach, behavioral and contemporary approaches.	T1 (26-38)	1
3	Managing External Environment	Identify features of general and specific environment, techniques for analyzing general and specific environment, describe constraints and challenges facing managers in today's external environment. R1: India's \$150 billion outsourcing industry stares at an uncertain future (Economic Times) R2: Aviation in post pandemic world	T1 Chapter 3 (75-82)	1
4	Managing Organization Culture	Characteristics and importance of organization culture, types of company culture. R1 & CC: The 8 Types of Company Culture (HBR Video) <i>Case: How not to end up like Uber</i>	T1 Chapter 3 (82-85)	1

5	Managing Social Responsibility and Ethics	Meaning and factors influencing social responsibility, green management and sustainability, factors that lead to ethical and unethical behavior, Business ethics and corporate governance. R1: Apple's Greatness and its shame (HBR) R2: Coronavirus Is Putting Corporate Social Responsibility to the Test (HBR)	T1 Chapter 6 (158-175)	2
6	Managing in a Global Environment	Contrast attitudes towards global business, European Union, to know global organizations' structures, influence of PEST in global business. R1: What is EU-UK Brexit Deal (https://www.cfr.org/in-brief/whats-eu-uk-brexit-deal) R2 & CC: Value creation in the global apparel industry	T1 Chapter 4 (103-114)	2
PART 2: MANAGERIAL COMPETENCIES				
7	Teams Building	Groups & teams, factors determining group performance and satisfaction, define team & best practices influencing team performance.	T1 Chapter 13 (388-399)	2
8	Managing Communication	Nature & function of communication, methods of interpersonal communication, barriers of effective communication, direction of communication flow, role of technology in managerial communication.	T1 Chapter 14 (414-430)	2
9	Individual personality development	Understanding personality development, relevance of personality development, personality types and their characteristics, tools to know about personality types. R1: To Improve Your Team, First Work on Yourself (HBR) R2: Great Teams Are About Personalities, Not Just Skills (HBR) Ex1: Big Five Personality Traits, Myers and Briggs' 16 Types, Enneagram Test	Notes	1
PART 3: MANAGEMENT FUNCTIONS				
10	Making Decisions & planning activities	Understanding decision making process, considerations, conditions, styles, biases & errors. Knowing about types of plans, setting goals & developing plans, contingency factors. balanced scorecard as a tool. Ex 1: Working with SMARTER goals: https://www.youtube.com/watch?v=XpKvs-apvOs	T1 Chapter 2 (43-58) T1 Chapter 8 (223-229)	2
11	Designing Organizational Structure	Six key elements of organizational design, mechanistic/organic model, contingency factors affecting structural choice, traditional & contemporary organizational designs. <i>Case1: Tata Motor's Biggest Restructuring (ET)</i> <i>Case2: Toyota Kirloskar Motor restructures organization; creates three zonal units</i>	T1 Chapter 10 (296-312) T1 Chapter 11 (320-324)	2
12	Motivating Employees	Define motivation, compare and contrast early theories of motivation, compare and contrast contemporary theories of motivation & current issues.	T1 Chapter 16	2
13	Being an Effective Leader	Understanding elements, traits and essence of 'theories of leadership'. Ex 1: Assessment of leadership styles of various popular leaders	T1 Chapter 17	2
14	Monitoring and controlling	Understand control functions, process and types. Benchmarking and contemporary control issues at workplace; learning about controlling techniques. R1 & CC: The Balanced Scorecard-Measures that Drive Performance (HBR)	T1 Chapter 18 (542-552)	1
PART 3: BUSINESS FUNCTIONS				
15	Marketing Management	Understand the marketing plan and its elements, frame marketing objectives & goals, understand the different elements of marketing mix, marketing strategies, understanding marketing research. <i>Case: Harley Goes Whole Hog</i>	Class Notes	2
16	Human Resource Management	Importance of HR, HRM Process, HR planning, orientation and training, strategies for employee retention. R1: Why Your Organization's Future Demands a New Kind of HR (HBR) R2: Engagement: Always on (Deloitte)	T1 Chapter 12 (346-365)	2
17	Financial Management	Introduction to various financial statements like Balance sheets, P&L Account, Fund Flow and Cash Flow Statements, Financial Controls. Ex.1: Working with financial ratio and statements on excel	T1 (552-554) & Class Notes	2
18	Operations Management	Understand operations management using value chain management, techniques for allocating resources, scenario planning. Ex 1: scenario manager in Excel	T1 (578-588) & Class Notes	2

19	Management Information System	Understand the evolution, need and importance of MIS in the present business environment, Information Controls. R1&CC: What is GDPR? (https://gdpr.eu/what-is-gdpr/) Ex1: What does GDPR mean for data management?	T1 (554-555) & Class Notes	2
20	Strategic Management	Six steps of strategic management process, types of corporate strategies, competitive strategies, concept of competitive advantage.	T1 Chapter 9 (242-251)	2
*LH=Lecture Hours			Total	35

***R1= Reading (For class discussion only); Ex1: Class Exercise; R1 & CC: Reading and Course Content (Part of Evaluation); V1= Video ((For class discussion only)**

Evaluation Scheme

Sl.	Evaluation Component	No. of test(s)	Duration	Weightage	Date & Time	Nature of Component
1	Mid-Semester Test	1	90 min.	25%	1st Week (March 2021)	To be announced
2	Case Study (in Groups)	1 of 2	40 min.	10%	To be announced	Open Book
3	Announced Quizzes	1 of 2	---	10%	To be announced	-
4	Excel-based group exercise	1		5%	To be announced	Open Book
5	Field Project (in Groups)	1	----	15%	To be announced	Report Submission & Presentation
6	Comprehensive Exam	1	2 hours	35%	11/05 AN	To be announced

- Students are advised to read business newspapers (Economic times, Business standard), business magazines such as Business Today, HBR, Outlook, Forbes, Fortune, Bloomberg, etc. to relate the concepts learnt during lectures and are encouraged to discuss them during lectures.
- Class notes and essential reading list with pdf will be provided as a supplement to chapters. These will be shared with all the students in time.

Consultation Hour: To be announced in the class

Note:

- All the notices concerning the course will be put up on Google Classroom.
- In all evaluative component(s), the answers given/ provided from all the sources of information (like internet, blogs etc.) other than the recommended textbook and reference books 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.

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