

<b>Course title:</b> Fundamentals of Management				
<b>Course code:</b> PPM 175	<b>No. of credits:</b> 2	<b>L-T-P distribution:</b> 28-0-0	<b>Learning hours:</b> 28	
<b>Pre-requisite course code and title (if any):</b>				
<b>Department:</b> Department of Business and Sustainability				
<b>Course coordinator (s):</b> Ritika Mahajan			<b>Course instructor (s):</b> Ritika Mahajan	
<b>Contact details:</b>				
<b>Course type</b>	<b>Core</b>	<b>Course offered in:</b> 1 <sup>st</sup> Semester		
<b>Course description</b> The purpose of management education is to provide all round knowledge, theoretical and practical, that adds value to any managerial decision a person takes in the interest of whoever she or he is serving. It is all pervasive and not just limited to the corporate or business sector. The job of a manager is to get the best out of people and enable them to get the best out of resources. However, this is easier said than done; it requires knowledge and experience. This course will provide students an understanding of basic theories and concepts of management while exploring the role of a manager in various forms of organizations. Based on readings followed by class debates and discussions, the purpose is to generate food for thought for understanding and evaluating the evolution of management thought as well as shaping of contemporary management practices affected by factors like organizational structure, culture, communication patterns as well as the macro-business environment.				
<b>Course objectives</b> The objectives are: <ul style="list-style-type: none"> <li>• To impart knowledge about different forms of organizations, and changing roles and responsibilities of a manager</li> <li>• To explain and discuss historical evolution of management thought and contemporary management approaches</li> <li>• To explore managerial challenges in different organizations and discuss choices and appropriate strategies</li> </ul>				
<b>Course content</b>				
<b>Module</b>	<b>Topic</b>	<b>L</b>	<b>T</b>	<b>P</b>
1.	Understanding an Organization and Forms of Organizations	2	-	-
2.	Introduction to Business and Management with an emphasis on Tripple-Bottom Line Approach	2	-	-
3.	Philosophical Foundation of Management; Evolution of Management Thought – Historical Trajectory; Traditional and Contemporary Perspectives	4	-	-
4.	Functions, Roles, and Skills of Managers; Real-life Challenges including authority types, flows and responsibility; Comparison with a World Without Management	4	-	-
5.	Management of different forms of organizations including family owned businesses, platforms, networks including blockchains; managing inter-firm linkages	4	-	-
6.	Decision Making- Understanding and Solving Complex Problems; Bounded Rationality, Escalation of Commitment, Decision-Making Errors; the Implementation Challenge with reference to Sustainable Development	4	-	-
7.	Managing the Business Environment with reference to economic, social, cultural, political, and global issues	3	-	-
8.	Organizational Structure and Culture: Meaning, Impact and Inter-relationship	2	-	-
9.	AI/Analytics and the changing role of Managers	3	-	-
	<b>Total</b>	<b>28</b>	<b>-</b>	<b>-</b>
<b>Evaluation criteria</b> <ul style="list-style-type: none"> <li>▪ Test 1: Presentation 30%</li> <li>▪ Test 2: Assignment 30%</li> <li>▪ Test 3 (End-Term Exam) 40%</li> </ul>				
<b>Test 1 (at the end of module 4)</b> Structure: The students will be required to identify an organization in consultation with the course instructor and make a presentation covering the following aspects (a) about the organization- name, size, leadership, local/global presence, type of business operations etc. (b) critical review of the structure based on internal factors like centralization or				

decentralization of power, delegation of authority, communication channels, span of management etc. as well as external issues like competition, political environment, socio cultural constraints etc.

Parameters: The parameters for evaluation would include identification of the organization, method, understanding of theoretical base, rigor in review of data, logic of arguments and relevance of conclusions, presentation structure, formatting and timeliness. Equal weightage will be given to all the six components.

### **Test 2 (at the end of module 6)**

Structure: The students will be required to analyze two case-studies distributed by the course instructor and submit a written assignment (6-8 pages, Times New Roman, 12-point font size, 1.5 line spacing). The analysis would include (a) identification of problem and (b) appropriate strategies to deal with the problem.

Parameters: The parameters for evaluation will be analytical ability, originality, logic of argument, timeliness, structure & formatting. Weightage for these five components would be equal.

### **Test 3 End-Term Exam (at the end of all modules)**

This will be an open book exam based on all the modules covered in the class.

### **Learning outcomes**

By the end of the course, the students should be able to:

- Demonstrate an understanding of different organizations and associated managerial challenges (Test 1 and 2)
- Apply different approaches in the context of real-life challenges (Test 1 and 2)
- Ability to assimilate and critically evaluate basic theories and concepts of management (Test 1, 2 and 3)

### **Pedagogical approach**

The course will be delivered through lectures, discussions based on suggested readings, games, and presentations.

The students will be required to prepare suggested readings in advance to discuss the module-wise topics in the class.

### **Materials**

Reading material to be suggested by faculty.

#### **Books:**

Koontz, H and Wehrich, H, Essentials of Management, Tata McGraw Hill

Robbins, SP and Coulter, M, Management, Prentice Hall

Koontz, H, Principles of Management, Tata McGraw-Hill

Drucker, PF, Management, Harper Collins

#### **Suggested Readings:**

Books

Kahneman, D (2013). Thinking Fast and Slow, Farrar, Straus and Giroux.

Mintzberg, H (2003). Managers not MBAs, Berrett-Koehler.

Pink, DH (2011). Drive, Riverhead Books.

Stone, D, Patton, B, and Heen, S (2011). Difficult Conversations, Penguin Books.

Wallace, A and Catmull, E (2014). Creativity Inc, Transworld Publishers.

Papers/Articles

Backer, PR (1998). Scientific Management. Available at: [www.engr.sjsu.edu/pabacker/scientific\\_mgt.htm](http://www.engr.sjsu.edu/pabacker/scientific_mgt.htm).

Bell, K (2016). The Management Ideas that Mattered Most in 2016. Available at: <https://hbr.org/2016/12/the-management-ideas-that-mattered-most-in-2016>

Buckingham, M (2005). What Great Managers Do? Available at <https://hbr.org/2005/03/what-great-managers-do>.

Drucker, P (2005). Managing Oneself. Available at <https://hbr.org/2005/01/managing-oneself>

Gino, F (2016). Let Your Workers Rebel. Available at:

[https://www.hbs.edu/faculty/Publication%20Files/Let%20your%20workers%20rebel\\_b87d0da9-de68-45be-a026-22dee862e6e4.pdf](https://www.hbs.edu/faculty/Publication%20Files/Let%20your%20workers%20rebel_b87d0da9-de68-45be-a026-22dee862e6e4.pdf)

Hoopess, J (2003). False Prophets: The Gurus Who Created Modern Management and Why Their Ideas are Bad for Business Today. Available at <https://www.tandfonline.com/doi/abs/10.1177/1744935906060627>

Milkman, KL, Chugh, D and Bazerman, MH (2008). How can decision making be improved? Available at: <http://www.hbs.edu/faculty/Publication%20Files/08-102.pdf>

Mintzberg, H (1990). Manager's Job: Facts and Folklore. Available at: <http://rafael.glendale.edu/ppal/Busad%20101/mintzbergmar1990.pdf>

Oncken, W and Wass, D (1999). Management Time: Who's Got the Monkey? Available at: <https://hbr.org/1999/11/management-time-whos-got-the-monkey>

Scott, WG and Hart, DK (1971). The moral nature of man in organizations: a comparative analysis, Academy of Management Journal. Available at: <https://journals.aom.org/doi/abs/10.5465/255310>

Simha, A and Lemak, DJ (2010). The Value of Original Source Readings in Management Education: The Case Of Frederick Winslow Taylor. Available at <https://www.emeraldinsight.com/doi/abs/10.1108/17511341011030129>

Zengar, J and Folkman, J (2018). Why the Most Productive People Don't Always Make the Best Managers? Available at: <https://hbr.org/2018/04/why-the-most-productive-people-dont-always-make-the-best-managers>

**Additional information (if any)**

**Student responsibilities**

### **Course reviewers:**

1. Dr Vinay Sharma, IIT Roorkee
2. Dr Kumkum Bharti, IIM Kashipur