

Course Title: Principles of Management				
Course code:	No. of credits: 4	L-T-P: 42-18-0	Learning hours: 60	
Pre-requisite course code and title (if any):				
Department: Policy and Management Studies				
Course coordinator:		Course instructor:		
Contact details:		Course offered in: Semester 1		
Course type: Core				
Course description: Objective of the course is to give a basic perspective of management theories and practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying organizational behaviour.				
Course objectives: The objectives are: <ul style="list-style-type: none"> • To understand the concept of Organization and its governance in the 21st century • To get acquainted with concepts, principles, processes and applications of management • To inculcate ways of enhancing organizational effectiveness and efficiency through managerial skills • To focus on effectively recognizing and resolving various managerial issues in diverse organizational settings 				
Course Content				
Module	Topic	L	T	P
1.	Introduction: Introduction to Principles of Management, Icebreakers & Why study Management, Managerial Skills & Skills required to thrive in future, theories of management. Mintzberg's 10 roles, Evolution (classical approaches, Quantitative approach, OB Approach) Introduction to P-O-L-C framework.	6	2	0
2.	Concept and Nature, Objectives of Management, Development of Management Thoughts: F. W. Taylor, Henri Fayol, Max Weber, Chester I. Barnard, Elton Mayo, etc.	4	0	0
3.	Environmental Scanning- Macro and Micro Environmental scanning, PESTEL Analysis.	4	2	0
4.	Planning: Concept and Nature, Types, Planning Premises, Importance, Steps in Planning Process, Long-range and Short-range Planning, Effective Planning. Business Continuity Planning <ul style="list-style-type: none"> • What & Why of Business & BCP • BCP Implementation • BCP steps • Anatomy of BC Plan 	4	2	0
5.	Organising and Staffing: Concept and Nature of Organizing. Characteristics, Formal & Informal Organizations, Principles of Delegation, Delegation of Authority. Authority- Responsibility Relationships, Staffing: Nature and Significance, A brief knowledge of Recruitment, Selection, Placement, and Induction.	4	0	0
6.	Organizational Design & Structure - Factors that affect OS, Organizational Design, Forms of Organizational Structure, Modern OS Vs Traditional OS, Virtual Organizations /Remote Working, hybrid working (Benefits and Challenges), Hybrid working and related challenges: Perspectives.	6	4	0

7.	Directing and Controlling: Concept and Nature of Directing, Techniques of Directing and Supervision, Controlling Concept, Importance of Controlling. Types of Control, Steps in Control Process, Span of Control.	4	3	0
8.	Problem Solving and Decision Making <ul style="list-style-type: none"> • Introduction to Problem Solving Process • Problem Analysing Tools Fishbone Analysis, Pareto Analysis, Root Cause Analysis • Types of Decisions • Decision Making Tools • Decision Tree, Decision Matrix 	4	3	0
9.	Leadership <ul style="list-style-type: none"> •Glimpses of Political & Corporate leaders •Theories of leadership •Styles of leadership •Transactional and Transformational leadership Discussion on issues like How to Develop Emotionally intelligent leader- Who thinks rationally. Leadership during crisis	6	2	0
	Total (in hours)	42	18	0
Evaluation criteria:				
1. Minor 1 Exam - 30% 2. Minor 2 Exam Case Analysis/Assignment/Presentation - 30% 3. Major Exam - 40%				
Test 1 (at the end of module 4)				
Structure: The students will be quizzed from the first four modules of the course.				
Test 2 (at the end of module 7)				
Structure: The students will be required to identify an organization in consultation with the course instructor and submit a report based on analysis of primary and/or secondary data covering critical review of any one dimension like organisational design, leadership, organisational culture, structure, etc. Each report shall focus on one dimension to be decided in consultation with the course instructor.				
Parameters: Type of data; originality; timeliness, structure and formatting; logic of arguments and flow of thoughts; understanding of theoretical base will be the parameters for evaluation. All five components carry equal weightage.				
Test 3 (End-Term Exam; at the end of all modules)				
This will be an exam based on all the modules covered in the class.				
Learning outcomes:				
By the end of the course, the students should be able to:				
(a) Understanding functions of managers; qualities of an effective manager.				
(b) Learning to take decisions				
(c) Understanding the role and importance of environment and organizational culture				
(d) Learning to plan, organize, styles of leading and controlling				
(e) Importance of Management of human resource and various process.				
Materials				
Suggested readings				
<ul style="list-style-type: none"> • Koontz, H and Wechrich, H., Management, New York, McGraw Hill 				

- Luthans, F., Organizational Behaviour, New York, McGraw Hill
- Banerjee, M., Organisation Behaviour, Allied
- Prasad, L. M., Organisational Behaviour, Sultan Chand
- Robbins, S. P., Management, New Jersey, Englewood Cliffs, Prentice Hall Inc.
- Robbins, S. P., Organizational Behaviour, New Delhi, Prentice Hall of India
- Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi

Additional readings

- Kao, S R. etc. Effective Organization and Social Values. New Delhi, Sage, 1994.
- Robbins, S P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.

Additional information:

The following websites may also be visited at regular intervals:

- <https://journals.aom.org/doi/abs/10.5465/ame.1990.4274710>
- <https://hbr.org/2014/01/ideos-culture-of-helping>
- <https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FH05JNP-PDF-ENG%2Fcontent&metadata=eyJlcjVck1lc3NhZ2UiOiJZb3UgbXVzdCBiZSByZWdpc3RlcmVkIGFzIGFgUHJlbW11bSBFZHVjYXRvciBvbiB0aGlzIHdlYiBzaXRIIHRvIHNI ZSBFZHVjYXRvciBD b3BpZXMgYW5kIEZyZWUgVHJpYWxzLiBOb3QgcmVnaXN0ZXJlZD8gQXBwbHk gbm93LiBBY2Nlc3MgZXhwaXJlZD8gUmVhdXRob3JpemUgbm93LiJ9>

We have the corporate database CMIE Prowess. Students are advised to use it for assignment and other work.

Pedagogical approach:

The course will be primarily taught through a combination of class discussions, quizzes, and case analysis and assignment, and presentations.

Additional information:

Student responsibilities:

Attendance, Participation in the class exercises and case discussions, to read relevant student material before attending the class.

Course prepared by: Dr. Moumita Acharyya

Course Reviewer(s): Dr. Sanyukta Jolly, Professor, IILM

Ms. Pooja Sharma, Senior HR manager, PSU.