



Course code	Course Name	L-T-P - Credits	Year of Introduction
HS300	Principles of Management	3-0-0-3	2016
<b>Prerequisite : Nil</b>			
<b>Course Objectives</b>			
<ul style="list-style-type: none"> <li>To develop ability to critically analyse and evaluate a variety of management practices in the contemporary context;</li> <li>To understand and apply a variety of management and organisational theories in practice;</li> <li>To be able to mirror existing practices or to generate their own innovative management competencies, required for today's complex and global workplace;</li> <li>To be able to critically reflect on ethical theories and social responsibility ideologies to create sustainable organisations.</li> </ul>			
<b>Syllabus</b>			
Definition, roles and functions of a manager, management and its science and art perspectives, management challenges and the concepts like, competitive advantage, entrepreneurship and innovation. Early contributors and their contributions to the field of management. Corporate Social Responsibility. Planning, Organizing, Staffing and HRD functions, Leading and Controlling. Decision making under certainty, uncertainty and risk, creative process and innovation involved in decision making.			
<b>Expected outcome.</b>			
A student who has undergone this course would be able to			
<ol style="list-style-type: none"> <li>manage people and organisations</li> <li>critically analyse and evaluate management theories and practices</li> <li>plan and make decisions for organisations</li> <li>do staffing and related HRD functions</li> </ol>			
<b>Text Book:</b>			
Harold Koontz and Heinz Weihrich, <i>Essentials of Management</i> , McGraw Hill Companies, 10th Edition.			
<b>References:</b>			
<ol style="list-style-type: none"> <li>Daft, <i>New era Management</i>, 11th Edition, Cengage Learning</li> <li>Griffin, <i>Management Principles and Applications</i>, 10th Edition, Cengage Learning</li> <li>Heinz Weirich, Mark V Cannice and Harold Koontz, <i>Management: a Global, Innovative and Entrepreneurial Perspective</i>, McGraw Hill Education, 14th Edition</li> <li>Peter F Drucker, <i>The Practice of Management</i>, McGraw Hill, New York</li> <li>Robbins and Coulter, <i>Management</i>, 13th Edition, 2016, Pearson Education</li> </ol>			
<b>Course Plan</b>			
Module	Contents	Hours	Sem. Exam Marks
I	Introduction to Management: definitions, managerial roles and functions; Science or Art perspectives- External environment-global, innovative and entrepreneurial perspectives of Management (3 Hrs.)– Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management (3 Hrs.)	6	15%

<b>II</b>	<b>Early Contributions and Ethics in Management:</b> Scientific Management- contributions of Taylor, Gilbreths, Human Relations approach-contributions of Mayo, McGregor's Theory, Ouchi's Theory Z (3 Hrs.) Systems Approach, the Contingency Approach, the Mckinsey 7-S Framework Corporate Social responsibility- Managerial Ethics. (3 Hrs)	6	15%
<b>FIRST INTERNAL EXAMINATION</b>			
<b>III</b>	<b>Planning:</b> Nature and importance of planning, -types of plans (3 Hrs.)- Steps in planning, Levels of planning - The Planning Process. – MBO (3 Hrs.).	6	15%
<b>IV</b>	<b>Organising for decision making:</b> Nature of organizing, organization levels and span of control in management Organisational design and structure –departmentation, line and staff concepts (3 Hrs.) Limitations of decision making- Evaluation and selecting from alternatives- programmed and non programmed decisions - decision under certainty, uncertainty and risk-creative process and innovation (3 Hrs.)	6	15%
<b>SECOND INTERNAL EXAMINATION</b>			
<b>V</b>	<b>Staffing and related HRD Functions:</b> definition, Empowerment, staff – delegation, decentralization and recentralisation of authority – Effective Organizing and culture-responsive organizations –Global and entrepreneurial organizing (3 Hrs.) Manager inventory chart-matching person with the job-system approach to selection (3 Hrs.) Job design-skills and personal characteristics needed in managers-selection process, techniques and instruments (3 Hrs.)	9	20%
<b>VI</b>	<b>Leading and Controlling:</b> Leading Vs Managing – Trait approach and Contingency approaches to leadership - Dimensions of Leadership (3 Hrs.) - Leadership Behavior and styles – Transactional and Transformational Leadership (3 Hrs.) Basic control process- control as a feedback system – Feed Forward Control – Requirements for effective control – control techniques – Overall controls and preventive controls – Global controlling (3 Hrs.)	9	20%
<b>END SEMESTER EXAM</b>			

#### Question Paper Pattern

Max. marks: 100, Time: 3 hours .

The question paper shall consist of three parts

**Part A:** 4 questions uniformly covering modules I and II. Each question carries 10 marks

Students will have to answer any three questions out of 4 (3X10 marks =30 marks)

**Part B :** 4 questions uniformly covering modules III and IV. Each question carries 10 marks

Students will have to answer any three questions out of 4 (3X10 marks =30 marks)

**Part C:** 6 questions uniformly covering modules V and VI. Each question carries 10 marks

Students will have to answer any four questions out of 6 (4X10 marks =40 marks)

**Note:** In all parts, each question can have a maximum of four sub questions, if needed.