

## Mandatory Course 1: Fundamentals of Management Theory and Practice

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| Course Type: | PG: Program General | Course Credits:  | 4        |
| Course Code: | C1PM401             | Course Duration: | 60 Hours |

### Course Objectives:

- To build foundational knowledge of management principles, functions, and their application in diverse business contexts.
- To develop ethical, strategic, and globally aware decision-making skills for responsible and effective management.

### Course Outcomes:

- CO1: Understand the interrelationship between personal and organizational aspirations to align individual goals with organizational objectives.
- CO2: Understand the management concept and management theories to assess their applicability in diverse organizational context.
- CO3: Understand ethical and societal responsibilities inherent in managerial decision making for sustainable and socially responsible business practices.
- CO4: Analyze the core management functions to develop foundational managerial skills.
- CO5: Analyze the internal and external business environment to identify strategic opportunities and threats for the organization.
- CO6: Evaluate contemporary management practices and global trends.

| Unit / Module | Content  | CO Mapping | Hours Assigned |
|---------------|--|------------|----------------|
| 1             | <b>Alignment between Individual and Organizational aspirations:</b> Personal aspirations, Alignment between Individual and Organizational mission, Vision, and values. Personal Strategic Planning. Framework of analyzing aspirations - Campbell & Yeung model; Link between aspiration and business performance. | CO1        | 4              |
| 2             | <b>Introduction to Management:</b>   | CO2        | 4              |

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|   | Definition, Nature, and Importance of Management, Levels of Management, Managerial Skills and Roles (Mintzberg's Theory), Management vs Administration, Management as a science, art and profession, Contemporary Challenges in Management   |          |   |
| 3 | <b>Evolution of Management Thought:</b><br>Industrial revolution, Schools of Management thought: <ul style="list-style-type: none"> <li>• Classical Approach (Taylor &amp; Fayol)</li> <li>• Behavioral Approach (Mayo, Maslow, McGregor)</li> <li>• Quantitative and Systems Approach</li> <li>• Contingency and Modern Approaches</li> <li>• Contemporary Management Thinkers</li> </ul> | CO2      | 6 |
| 4 | <b>Social responsibility and Ethics:</b> Social Responsibility of Managers, Ethics in Managing - An Integrative Approach, Global and Ethical Perspectives in Management, Sustainability and Green Management, Role of Ethics in AI and Technology Management   | CO3      | 6 |
| 5 | <b>Planning and Decision making:</b> Concept, Importance, and Types of Plans, Steps in Planning Process, MBO (Management by Objectives), Strategic Planning and SWOT Analysis, VUCA World and Agile Planning. Decision-making Process and Types<br>Techniques of Decision-making (Quantitative and Qualitative), Group vs Individual Decision-making                                       | CO2, CO4 | 5 |
| 6 | <b>Organizing:</b> The Nature of Organizing, Principles of Organizing, Organizational Structures – Functional, Divisional, Matrix, Network, Delegation of Authority and  | CO2, CO4 | 6 |

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|     | Decentralization, Span of Control, Formal vs Informal Organization, Formal and Informal Organizations, Organizational Division: The Department, Organizational Levels and the Span of Management   |             |   |
| 7.  | <b>Staffing and Directing:</b><br><b>Staffing:</b> Concept, Objective of staffing, System approach to staffing, Manpower planning.<br><b>Directing:</b> Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor. | CO4         | 5 |
| 8.  | <b>Managing change:</b> Managing Change, Organizational Conflict, Organization Development, and The Learning Organization.   | CO4         | 3 |
| 9.  | <b>Leadership:</b> Ingredients of Leadership, Trait Approaches to Leadership, Charismatic Leadership Approach, Leadership Behaviour and Styles, Situational, or Contingency, Approaches to Leadership  | CO2,<br>CO4 | 4 |
| 10. | <b>Organization controls:</b> The System and Process of Controlling, The Basic Control Process, Business Analytics, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Real Time Information and Control.                               | CO4         | 5 |
| 11. | <b>Business environment:</b><br>Concept and Importance of Business Environment, Internal Environment: Structure, Culture, Resources, Policies; External Environment: PESTLE Analysis & Porter's Five Forces Model, Environmental Scanning and Forecasting                | CO5         | 6 |

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| 12. | <b>Contemporary management practices and global trends:</b><br>Industry 4.0, Digital transformation, Remote and hybrid work models, customer-centric approaches, Lean Management, Corporate Governance and CSR, Change Management, Business Analytics. | CO6 | 6 |
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#### Textbooks:

1. Essentials of Management, by Harold Koontz and Heinz Weihrich 10<sup>th</sup> edition
2. **Management** By Stephen P. Robbins & Mary Coulter
3. Principles and Practice of Management By L.M. Prasad
4. Management: Theory and Practice By R.C. Agarwal
5. Principles of Management By P. Subba Rao

#### Reference Books:

1. In Search of Excellence, Tom Peters
2. Made in Japan, Akio Morita
3. The Asian Miracle, Michael Schuman
4. Get Better or Get Beaten, Jack Welch
5. Principles of Management, Peter Drucker
6. People and Performance, Peter Drucker

#### Suggested Digital Resources:

Harvard Business Review – <https://hbr.org>

McKinsey Insights – <https://www.mckinsey.com/featured-insights>

MIT Sloan Management Review – <https://sloanreview.mit.edu>

**Suggested Pedagogy** - Lectures and discussions, Case studies, Book presentations of recommended readings