

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**

**PGDM (G); TRIMESTER I; ACADEMIC YEAR 2020-21**

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| Course Code and title | GM 101 Principles of Management |
| Credits | 1.5 |
| Term and Year | I Term, 2020 - 21 |
| Course Pre-requisite(s) |  |
| Course Requirement(s) |  |
| Course Schedule (day and time of class) |  |
| Classroom # (Location) | As per time table |
| Course Instructor | Swati Agrawal |
| Course Instructor Email | Swati.agrawal@jaipuria.ac.in |
| Course Instructor Phone (Office) |  |
| Student Consultation Hours | Every Tuesday 4:00 pm to 5:00 pm |
| Office location | Faculty Lounge (Ist Floor) |

1. **Course Overview**

The course is foundation to other courses in the management programme. Objective of the course is to build basic learning of management discipline; specifically, to understand what Managers do and how managerial tasks are carried out through a series of activities like Planning, Organizing, Directing, Coordinating and Controlling. At the end of this course, students will be aware of various management processes and will understand how various processes and practices of management can enhance efficiency of resources and can optimize output of human organized efforts.

The course is planned to be taught with an experiential learning pedagogy that will include classroom videos, online video clips of historical developments of management discipline, movies and through self-learning by organizational visits / interactions. Student Groups are expected to interact with managers of organizations on various topics through a combination of visits to organizations or industry speakers coming to the institute, and to give presentations on their learnings.

1. **Course Learning Outcomes (CLOs):**

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

**CLO1**: Explain evolution of management theories and practices

**CLO2:** Examine how various managerial functions influence the internal environment of organizations

1. **Mapping of CLOs with PLOs**

|  |  |  |
| --- | --- | --- |
| **CLO** | **CLO 1**  Explain evolution of management theories and practices | **\* CLO 2**  Examine how various managerial functions influence the internal environment of organizations |
| **PLO1:**  Communicate Effectively |  |  |
| **PLO2:**  Demonstrate the ability to Work in teams to achieve Desired Goals |  |  |
| **\* PLO3:**  Reflect on business situations and apply relevant conceptual frameworks |  | Introduced |
| **PLO4:**  Evaluate different ethical perspectives |  |  |
| **PLO5:**  Comprehend sustainability issues |  |  |
| **PLO 6:**  Exhibit creative thinking |  |  |

**\* To be mapped with AOL**

1. **Mapping of CLOs with GAs**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **CLO** | **GA 1** | **GA 2** | **GA 3** | **GA 4** | **GA 5** | **GA 6** | **GA 7** |
| Self-initiative | Deep discipline knowledge | Critical thinking & Problem solving | Humility, Team-Building and Leadership Skills | Open and Clear Communication | Ethical competency & sustainable mind set | Entrepreneurial and innovative |
| **CLO 1** |  | X |  |  |  |  |  |
| **CLO 2** |  | X |  |  |  |  |  |

### **Books & References:**

**Text Book**

Harold Koontz, Heinz Weihrich, *“Essentials of Management: An international, Innovation, and leadership perspective”* McGraw Hill Education, New Delhi, Edition 10

**References**

* Bhattacharyya, Dipak Kumar (2013). Principles of Management, 2/e; New Delhi: Pearson Education
* Robbins, Stephen P, Mary Coulter (2017). Management, 13/e; New Delhi: Pearson Education

**Internet Resources**

1. <http://www.businessmanagementideas.com/management/principles-of-management-lecture-notes/7447>
2. <https://www.vutube.edu.pk/vu-lectures/viewvideo/1062/principles-of-management-mgt503/princilpes-of-management-mgt503-lecture-03> (Video Available in Hindi)
3. <http://nptel.ac.in/courses/122108038/>
4. **Session Plan**

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| --- | --- | --- | --- | --- | --- |
| **Session No.** | **Topic/ Sub Topic** | **Reading Reference** | **Pedagogy** | **Session Learning Outcomes** | **CLO** |
| **Module 1- Introduction to Management** | | | | | |
| 1 | Importance & Aspects of Management |  | Active discussion | Understand the importance of effective management of an organization and evolution of management as a discipline. | CLO1 |
| 2 | Evolution of Management and Approaches | Pre-Scientific Management Theory  Classical Theory | Active Discussion |  | CLO1 |
| 3 | Evolution of Management and Approaches | Behavioural Theory  Modern Management Theory | Active Discussion |  | CLO1 |
| **Module II: Management Process** | | | | | |
| 4 | Planning | Chapter 4 (Pages 97-104)   * Meaning of planning and its importance * Types of plans * Steps in planning | Lecture /  In-class activity | Identify and analyse various types of plans and show how they are related to one another  Outline and discuss the steps of planning through examples | CLO2 |
| 5 | Organizing | Chapter 7 (Pages 164-178)  Meaning of organizing and organization  Formal and informal organizations  The structure and process of organizing | Lecture /  In-class activity | Explain the meaning of organizing and organization and also realize the purpose of organization structure  Distinguish between formal and informal organizations through examples | CLO2 |
| 6 | Staffing | Chapter 11  Meaning of Staffing,  Systems Approach,  Factors affecting Staffing,  Workplace Diversity and women in management,  Future trends in Staffing like Gig Economy, Work from Home etc. | Case Study  Active Discussion | Outline the approach and discuss different facets of staffing through examples | CLO2 |
| 7 | Directing & Motivating | Chapter 14 (Page 318-339)  Human factors and Motivation | In-class activity and debriefing | Develop an understanding of directing and underlying element of motivation through examples | CLO2 |
| 8 | Leading | Chapter 15 & Chapter 17 (page 508-529) of Robbins and Coulter (2017) Management  Leader and Leadership | Active Discussion  and Case | Describe the trait approaches and their limitations through examples | CLO2 |
| 9 | Leading | Contemporary views of leadership | Active Discussion  and Case | Awareness of various leadership styles through examples | CLO2 |
| 10 | Controlling | Chapter 18 (Page 540-564) of Robbins and Coulter, 2017  -Control Process  Organization and employee performance  Tools for measurement | Case Study | Appreciate need of organizational controls and tools used through examples | CLO2 |

1. **Assessment Tasks**

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| --- | --- | --- | --- |
| **Assessment Component** | **Description** | **Weightage** | **CLOs** |
| Quiz / Exercise | Assessment in form of online moodle based quiz or in class exercises related to management theories / managerial functions. | 20% | CLO 1 |
| Group Project | Report writing on understanding of managerial functions of an organization based on experiential learning through field visit / secondary sources by the students in Groups. | 20% | CLO2 |
| Viva | Viva on Managerial Functions viz. Planning, Organizing, Staffing, Directing, Leadership, and Controlling of the company studied. | 20% | CLO2 |
| End Term Exam | Hall Exam | 40% | CLO1,  CLO2 |

**Assessment Task 1:**

1. Assessment Detail: Online quizzes or in-class exercises (based on caselet situations) will be conducted for the assessment.
2. Criteria used to grade this task: Individual
3. Task Assessor: Internal Faculty
4. Submission Detail: In Class/ Moodle based
5. Feedback: On the spot/ after the closure of the quiz

**Assessment Task 2:**

1. Assessment Detail: Group Activity will be assigned by the course instructor. Report submission on chosen sector by each study group. Viva Voce of students on their understanding of managerial functions.
2. Study group (Learning Teams) members are required to work collaboratively in team and submit a written report.
3. Criteria used to grade this task: Team Work, application and presentation of the idea
4. Task Assessor: Internal Faculty
5. Submission Detail: Soft Copy & Hard copy
6. Feedback: On the spot feedback will be given after assessment/ scripts will not be returned.

**Assessment Task 3:**

1. Assessment Detail: Viva Voce of individual students on their understanding of managerial functions. This will also include participation in class during discussion and answers given during class.
2. Criteria used to grade this task: Individual
3. Task Assessor: Internal Faculty
4. Submission Detail: In class
5. Feedback: On the Spot

**Assessment Task 4:**

1. Assessment Detail: Questions based on the course content will be posed to the students to give adequate responses with suitable illustrations and examples.
2. Criteria used to grade this task: Individual
3. Task Assessor: Internal Faculty
4. Submission Detail: Hall Examination
5. Feedback: Scripts will be shown after evaluation and feedback will be provided to individual students. Answer scripts will not be returned

### **Rubric for CLOs**

|  |  |  |  |
| --- | --- | --- | --- |
| CLOs | Below Expectations | Meets Expectations | Exceeds Expectations |
| **CLO 1**  Explain evolution of management theories and practices | Not able to reflect satisfactorily on management theories and practices | Not able to identify some of the management theories and practices | Able to the identify most of management theories and practices |
| **CLO2**  Examine how various managerial functions influence the internal environment of organizations | Not able to explain satisfactorily how various managerial functions influence the internal environment of organizations | Able to somewhat explain how various managerial functions influence the internal environment of organizations | Able to adequately explain how various managerial functions influence the internal environment of organizations |

1. **Rubrics for Assessment Tasks**

**Rubrics for assessment task 1 - Quiz (20 marks)**

**CLO 1:** Explain evolution of management theories and practices

|  |  |
| --- | --- |
| **Competencies** | **Traits/Performance Indicators (PI)** |
| Understanding the theoretical frameworks and concepts of evolution of management | 1.1 Clarity about evolution of management theories and practices |

***Rubrics***

|  |  |  |  |
| --- | --- | --- | --- |
| **Traits** | **Below Expectations**  **(Below 30%)** | **Meets Expectations**  **(35%-below 70%)** | **Exceeds Expectations**  **(70% and Above)** |
| **Clarity about evolution of management theories and practices** | Student has very less clarity about the management theories and practices | Student has reasonable clarity about the management theories and practices | Student has clarity about the management theories and practices |

**Rubrics for assessment task 2 – Group Activity**

**CLO 2**: Examine how various managerial functions influence the internal environment of organizations

**\* PLO 3:** Reflect on business situations applying relevant conceptual frameworks

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| --- | --- |
| **Competencies** | **Traits/Performance Indicators (PI)** |
| Apply knowledge of disciplinary or interdisciplinary theory and frameworks to business situations. | 2.1 Gather relevant information about business situations.  2.2 Select and use relevant concepts and frameworks to business situations. |

***Rubrics***

|  |  |  |  |
| --- | --- | --- | --- |
| **Traits** | **Below Expectations**  **(Below 30%)** | **Meets Expectations**  **(35%-below 70%)** | **Exceeds Expectations**  **(70% and Above)** |
| **Gather Relevant Information about business situations** | Struggles to pinpoint the information needed. Gathers information from one source. Minimal evidence of search/selection criteria. | Clearly identifies the information required. Gathers information from multiple valid and reliable sources. Evidence of search/selection criteria. | Demonstrates a sophisticated understanding of what information is needed.  Gathers extensive information from a variety of valid and reliable sources including journals, texts, etc., specific to the subject. Clear evidence of  search / selection criteria. |
| **Select and Use Relevant Concepts and Frameworks** | Has limited knowledge on selecting and using relevant concepts and frameworks. Requires extensive assistance in selecting relevant concepts and  frameworks | Selects and uses relevant concepts and frameworks. Requires minimal assistance in choosing relevant concepts and frameworks. | Selects and uses relevant concepts and frameworks. Needs no assistance in selecting relevant concepts and frameworks. |

**\* To be mapped with AOL**

**Rubrics for assessment task 3 – Viva Voce (20 marks)**

**CLO 2**: Examine how various managerial functions influence the internal environment of organizations

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| --- | --- |
| **Competencies** | **Traits/Performance Indicators (PI)** |
| Identify and apply knowledge of theoretical frameworks to business situations. | 3.1 Practice active listening and respond promptly to questions asked  3.2 Display understanding and application of relevant concepts and frameworks to business situations. |

***Rubrics***

|  |  |  |  |
| --- | --- | --- | --- |
| **Traits** | **Below Expectations**  **(Below 30%)** | **Meets Expectations**  **(35%-below 70%)** | **Exceeds Expectations**  **(70% and Above)** |
| Practice active listening and respond promptly to questions asked | Very few of the answers are technically correct, lacks confidence  Answers are not to-the-point | Most of the answers are technically correct but confidence is not good.  Some of the answers are not to the point | Technically correct and confident answers  Crisp to-the-point answers |
| Display understanding and application of relevant concepts and frameworks to business situations. | Lacks depth of understanding and application of the concepts.  Unable to extend discussions or make any relevant links to theory | Demonstrates adequate knowledge and understanding of most aspects of the subject in some depth, with the ability to extend the discussions to make some relevant links to theory | In-depth knowledge and a thorough understanding of the relevant concepts and theoretical frameworks, with the ability to extend the discussions into difficult or unfamiliar areas |

**Rubrics for assessment task 4 – End-term examination (40marks)**

**CLO1:** Explain evolution of management theories and practices

**CLO2:** Examine how various managerial functions influence the internal environment of organizations

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| **Competencies** | **Traits/Performance Indicators (PI)** |
| Be able to explain the concepts and apply in the given situation | 4.1 Critical Thinking and Application |

***Rubrics***

|  |  |  |  |
| --- | --- | --- | --- |
| **Traits** | **Below Expectations**  **(Below 30%)** | **Meets Expectations**  **(35%-below 70%)** | **Exceeds Expectations**  **(70% and Above)** |
| **Critical Thinking and Application** | Lacks depth of understanding and application of the concepts. | Demonstrates understanding of all aspects of the subject | Is able to critically think and analyze resulting in sound application |

1. **Time budgeting in course planning:**

Please note that while assigning activities and planning teaching schedules following table may be of help. The weightage of items in the table is prescriptive and may vary according to course requirement, yet it is indicative of how student time per course can be budgeted:

|  |  |  |
| --- | --- | --- |
| **Activity** | **Description** | **Time Budgeted** |
| Classes | 2-3 hours per week for 6 weeks | 15 hours |
| Reading | Prescribed readings and making notes | 10 hours |
| Planning & executing group activity | Group exercise | 10 hours |
| Preparation of assignments | Reading and writing | 10 hours |
| Study and revision for quiz and end of Trimester examination | Self-preparations | 10 hours |
| **TOTAL** |  | 55 hours |

1. **Academic Conduct**

**Institute’s Policy Statements**

It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document. It is emphasized that this course requires a significant commitment outside of formal class contact.  The learning tasks in this course may include classes (lectures or seminars), required reading, preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

**LMS-Moodle/Impartus**

LMS-Moodle/Impartus is used to host course resources for all courses. Students can download lectures, additional reading materials, and tutorial notes to support class participation.

**Late Submission**

Assessment tasks submitted after the due date, without prior approval/arrangement, will be not be accepted. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines.

**Plagiarism**:

Plagiarism is looked at as the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person.

 Cases of plagiarism will be dealt with according to Plagiarism Policy of the institute. It is advisable that students should read the Student Handbook for detailed guidelines. It is also advisable that students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalized equally; an exception will be if the students can demonstrate that the work is their own and they took reasonable care to safeguard against copying.

**List of Graduate Attributes (GAs)**

GA 1: Self-initiative

GA 2: Deep Discipline knowledge

GA 3: Critical Thinking and Problem Solving

GA 4: Humility, Team-Building and Leadership Skills

GA 5: Open and Clear Communication

GA 6: Ethical Competency and Sustainable Mind-set

GA 7: Entrepreneurial and Innovative

**List of Programme Learning Outcomes (PLOs)**

PLO1: Communicate Effectively

PLO2: Demonstrate the ability to Work in teams to achieve Desired Goals

PLO3: Reflect on business situations and apply relevant conceptual frameworks

PLO4: Evaluate different ethical perspectives

PLO5: Comprehend sustainability issues

PLO 6: Exhibit creative thinking