

**HAILEY COLLEGE OF COMMERCE**  
**UNIVERSITY OF THE PUNJAB, LAHORE**

Course Title: Principles of Management  
Course Code: BEC-115  
Program: BS E-Commerce

Credit Hours: 03  
Semester: 02

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**1.0 Introduction of the Course (100-150 words)**

Business organizations are becoming more and more complex in their structures, functions, and operations. In this context, it is imperative to understand how business organizations are managed to ensure efficiency and effectiveness. This course provides a basic overview of principles of management in this regard.

**2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**

BECOM-115 IT, Business, and Society

**3.0 Course Learning Outcomes**

1. Understanding scope and functions of business management
2. Learning to conduct external and internal strategic analysis
3. Understanding organizational and cultural factors within the scope of business management
4. Understanding organizational behaviors and their implications for business management

**5.0 Course Contents:**

**Unit-I: Basics of Business Management**

- 1.1 Management and leadership, their nature and scope
- 1.2 Leader vs. manager
- 1.3 Role of managers enunciated by Henry Mintzberg
- 1.4 Functions of Management: Planning, organizing, leading, and controlling
- 1.5 Role and skills of management
- 1.6 Managerial levels: roles, skills and hierarchy

**Unit-II: Classical Approaches to Management**

- 2.1 Principles of scientific management by Fredrick Taylor
- 2.2 Management principles by Fayol and Urwick
- 2.3 Theories of management by Weber, Rosemary, Stewart, and Elton Mayo
- 2.4 Theories of management by Peter Drucker, Rosabeth Moss Kanter, and Mintzberg
- 2.4 Criticism on scientific management and classical theory
- 2.5 Bureaucratic organization and its critique

**Unit-III: Behavioral and Management Science Approach**

- 3.1 Hawthorne experiments on human relation approach, their significance and

implications for management

3.2 implications of experiments for management and organizational behavior

3.3 theory X, theory Y, and theory Z for their implications and differences

3.4 Operations research in business sciences

3.5 Management skills relating to time and stress management, innovation, creativity, communication, mentoring and leadership

#### **Unit-IV: External Factors and Business Management**

4.1 Direct and indirect interactive forces including political, legal, health, and safety and consumer protection forces that may affect organizational environment

4.2 Implications of external factors for business

4.3 Social, demographical, ecological, and competitive factors impact business environment

4.4 PESTEL

4.5 Competitors, supplier, labor, customers, and other external stakeholders

#### **Unit-V: Organizational Structure**

5.1 Mission and vision of an organization, nature of organizational structure and different types of organizations

5.2 Different stakeholders of business

5.3 Organizational structures and their salient features: matrix, functional, divisional, virtual

5.4 Contingency theory of organization structure: Burns and Stalker mechanistic and organic structure, Mintzberg's five building blocks for organizational configuration with examples of six organization configuration

5.5 Pros and cons of different organizational structure

#### **Unit-VI: Organizational Change and Change Management**

6.1 External forces creating changes in the performance of organizations

6.2 Change and process of change, and forms of reaction to change

6.3 Managing strategic change: change management, change levers, and management skills

6.4 Approaches to change management: Lewin's force field analysis, Lewin's three step approach, the change agent, Gemini 4 Rs and Mckinsey's 7s approach

#### **Unit-VII: Organizational Culture**

7.1 Organizational culture and its different levels with examples

7.2 Different types of cultures and their efficacies in context of organizational performance

#### **Unit-VIII: Perception and Attitude**

8.1 Perception and its process, and its affect

- 8.2 Differentiate between sensation and perception
- 8.3 Understanding perceiver (internal factors) and perceived (external factors), their characteristics that affect perceptual selectivity
- 8.4 Perceptual problems/ distortions in dealing with other people like stereotyping and halo effect etc.
- 8.5 Attitude, its components, with reference to organizational culture
- 8.6 Differences between cognitively based attitudes and affectively based attitudes
- 8.7 Difference between implicit and explicit attitudes
- 8.8 Cross cultural differences in the bases for attitudes
- 8.9 Relationship between attitude and behavior

### **Unit-IX: Job Satisfaction and Stress**

- 6.1 Meaning and outcomes of job satisfaction
- 6.2 Means to enhance satisfaction
- 6.3 Stress and its causes
- 6.4 General categories of stressors or triggers of job stress that affect performance
- 6.5 Consequences of stress and strategies to cope up with stress

### **Unit-X: Motivation, Organizational Justice, and Theories**

- 10.1 Understanding motivation with examples
- 10.2 Maslow need hierarchy model, its strengths and weaknesses
- 10.3 Herzberg's two factor theory and its criticism
- 10.4 McClelland's theory of needs and difference between intrinsic and extrinsic motives
- 10.5 Goal setting theory, its dimensions, its mechanism, and how to set effective goals and related problems in goal setting
- 10.6 Self-efficacy: high and low self-efficacy
- 10.7 Law of effect, concept of reinforcement: positive and negative reinforcers
- 10.8 Organizational justice and its three components: distributive, procedural, and interactional
- 10.9 Equity theory and its implications
- 10.10 Vroom's expectancy theory, its three elements: expectancy, instrumentality, and valence

### **Unit-XI: Leadership and theories**

- 11.1 Leadership, its styles: free rein, engaging, participative, task oriented, and autocratic
- 11.2 Different theories of leadership: trait theories, Blake and Mouton theory, situational and contingency theories
- 11.3 Tannenbaum and Schmidt's continuum model of leadership styles
- 11.4 Principles and need for adaptive change
- 11.5 Roles, skills and activities of leadership

## **Unit-XII: Group Dynamics and Team Work**

12.1 Teams and groups, scope and differences

12.2 Individual and group behavior at work, formal and information group behavior

12.3 Balance theory of group formation

12.4 Concept and stages of team formation, team roles and performance of effective and ineffective teams

12.5 Stages of group development, factors affecting group cohesiveness

12.6 Making teams more effective

## **Unit-XIII: Conflict and Negotiation**

13.1 Conflict, its types and resolution process

13.2 Intergroup and individual level conflicts

13.3 Pros and cons of conflict in organization

13.4 Intra-individual conflicts with model of frustration

13.5 Physical, psychological and behavioral problems that occur due to conflict

13.6 Negotiation, its various stages and skills for effective negotiations

13.7 Role of mediators, arbitrators, conciliators, and consultants

13.8 Low risk and high risk techniques of negotiation

## **6.0 Teaching-Learning Strategies**

Lectures, discussions, presentations, quiz & assignments

**7.0 Assignments**- Types and Number with calendar

**8.0 Assessment and Examinations:** As per University Rules

## **9.0 Textbooks**

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. CAF-04 Business Management and Behavioural studies by ICAP
2. Understanding Management by Richard L. Daft and Dorothy Marcic
3. Management by Stephen P. Robbins & Mary Coulter
4. Organizational Behavior by Stephen P. Robbins