

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Principle of Management**

Proposed Course Code: BSAF-202

Program: BS Accounting and Finance

Credit Hours: 03

Semester: 03

Course Objectives:

This basic course enables student to understand core aspect of management and behavioral studies. It focuses on basic approaches to effectively manage a business organization. It also related to basic structure of a modern organization, basics of human behavior, motivation, leadership, teamwork, and negotiation.

Prerequisites:

1	Introduction to business environment
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Text Books

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

Teaching Methods: Lectures, discussions, presentations, quiz & assignments

Assessment:	Mid Term	35%
	Final	40%
	Assignments, Presentations, Quiz etc.	25%

Lecture Plan

Week	Contents	Learning Outcomes
1	Basic Management Concepts	- Understanding management and

- Differentiate leaders and managers
- Understanding basic roles of management enunciated by Henry Mintzberg
- Basic functions of management: planning, organizing, leading, and controlling
- Illustrating business model to explain management functions
- Understanding roles and skills of management
- Understanding managerial levels, their roles, skills and hierarchy
- Understanding principles of scientific management by Fredrick Taylor
- Explain management principles by Fayol and Urwick
- Reading theories of management by Weber, Rosemary, Stewart, and Elton Mayo
- Understanding the criticism on scientific management and classical theory
- Understanding bureaucratic organization and its critique
- Discussing theories of management by Peter Drucker, Rosabeth Moss Kanter, and Mintzberg
- Discussing Hawthorne experiments on human relation approach, their significance and implications for management
- Understanding implications of experiments for management and organizational behavior
- Understanding theory X, theory Y, and theory Z for their implications and differences

2 Classical approach to management

3 Behavioral and Management science approach

- 4 External factors (competitors, supplier, labor, customers) and general environment affecting businesses (PESTEL)
- Understanding operations research in business sciences
 - Understanding management skills relating to time and stress management, innovation, creativity, communication, mentoring and leadership
 - Understanding direct and indirect interactive forces including political, legal, health, and safety and consumer protection forces that may affect organizational environment
 - Understanding the implications of external factors for business
 - Understanding social, demographical, ecological, and competitive factors impact business environment
 - Understanding mission and vision of an organization, nature of organizational structure and different types of organizations
 - Getting to know different stakeholders of business
 - Describing different organizational structures and their salient features: matrix, functional, divisional, virtual
- 5 Organizational structure
- Understanding 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
 - Pros and cons of different organizational structure

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| 6 | Organizational change – nature of change, process, resistance to change | <ul style="list-style-type: none"> - Understanding external forces creating changes in the performance of organizations - Understanding change and process of change, and forms of reaction to change - Understanding managing strategic change: change management, change levers, and management skills - Learning to use Lewin's force field analysis, Lewin's three step approach, the change agent, Gemini 4 Rs and Mckinsey's 7s approach |
| 7 | Organizational culture – concept, dysfunctional aspects of culture | <ul style="list-style-type: none"> - Understanding organizational culture and its different levels with examples - Understanding different types of cultures and their efficacies in context of organizational performance |
| 8 | Perception and Attitude | <ul style="list-style-type: none"> - Understanding perception and its process, and it's their affect - Differentiate between sensation and perception - Understanding perceiver (internal factors) and perceived (external factors), their characteristics that affect perceptual selectivity - Understanding perceptual problems/ distortions in dealing with other people like stereotyping and halo effect etc. - Understanding attitude, its components, with reference to organizational culture - Understanding differences between cognitively based attitudes and affectively based attitudes - Understanding difference between |

		implicit and explicit attitudes
		- Discussing cross cultural differences in the bases for attitudes
		- Understanding relationship between attitude and behavior
		- Understanding meaning and outcomes of job satisfaction
		- Identification of means to enhance satisfaction
9	Job satisfaction and stress	- Understanding stress and its causes
		- Identification of general categories of stressors or triggers of job stress that affect performance
		- Understanding consequences of stress and strategies to cope up with stress
		- Understanding motivation with example
		- Maslow need hierarchy model, its strengths and weaknesses
		- Herzberg's two factor theory and its criticism
10	Theories of motivation	- McClelland's theory of needs and difference between intrinsic and extrinsic motives
		- Goal setting theory, its dimensions, its mechanism, and how to set effective goals and related problems in goal setting
		- Understanding self-efficacy: high and low self-efficacy
		- Understanding law of effect, concept of reinforcement: positive and negative reinforcers
11	Management by objective, self-efficacy, reinforcement, equity/ organizational justice, expectancy	- Understanding organizational justice and its three components: distributive,

		procedural, and interactional
		- Relating to equity theory
		- Learning Vroom's expectancy theory, its three elements: expectancy, instrumentality, and valence
		- Understanding leadership, its styles: free rein, engaging, participative, task oriented, and autocratic
		- Learning different theories of leadership: trait theories, Blake and Mouton theory, situational and contingency theories
12	Leadership and its theories	- Learning Tannenbaum and Schmidt's continuum model of leadership styles
		- Understanding principles and need for adaptive change
		- Understanding roles, skills and activities of leadership
		- Understanding difference between teams and groups
		- Understanding individual and group behavior at work, formal and information group behavior
		- Learning balance theory of group formation
13	Group dynamics and team work – types of group, group formation, group structure, individual in groups, team work	- Understanding concept and stages of team formation, team roles and performance of effective and ineffective teams
		- Understanding stages of group development, factors affecting group cohesiveness
		- Learning the ways to make teams more effective
14	Conflict and Negotiations	- Understanding conflict, its types and

resolution process

- Discussing intergroup and individual level conflicts
- Understanding pros and cons of conflict in organization
- Understanding intra-individual conflicts with model of frustration
- Understanding various physical, psychological and behavioral problems that occur due to conflict
- Understanding negation, its various stages and skills for effective negotiations
- Understanding role of mediators, arbitrators, conciliators, and

15 Revision and make up

16 Revision and make up