



# PRINCIPLES OF MANAGEMENT

## **PROF. USHA LENKA**

Department of Management Studies  
IIT Roorkee

**INTENDED AUDIENCE :** All Graduates (Management, Engineering, Sciences, Arts)

**INDUSTRIES APPLICABLE TO :** Infosys, TATA, Reliance, Public Sector Companies like BHEL, SAIL, ONGC etc.

### **COURSE OUTLINE :**

The course provides an overview of management and its evolution. It examines management functions of planning, organizing, leading, and controlling and its impact on the business organization. It discusses necessary skills and functions required for efficient manager in contemporary business environment. Overall, it enables students to analyze and understand changing business environment, and the role of ethics, social responsibility and environmental issues in contemporary business environment.

### **ABOUT INSTRUCTOR :**

Prof. Usha Lenka is working as a Professor in the Department of Management Studies, IIT Roorkee. I joined the Department in December 2010. Earlier I worked as an Assistant Professor in Management Department of BITS Pilani. I have done PhD from Indian Institute of Technology Kharagpur. My specialization is Human Resource Management. I teach subjects like Management of Change and Organizational Development, Knowledge Management, Training and Talent Development, Human Resource Analytics, Business Communication, Management Concepts and Practices. I have been visiting faculty to the Indian Institute of Management Kozhikode, Indian Institute of Management Shillong, and Indian Institute of Management Raipur. I have also conducted several training sessions for Senior Executives of Bharat Heavy Electrical Limited.

### **COURSE PLAN :**

**Week 1:** Introduction to Management: Management – An Emerging Profession, Definition, Nature, Scope, Purpose, and characteristics of Management, Functions, roles, skills of an effective Manager

**Week 2:** Evolution of Management Thought : Classical Theory, Scientific Management , Management Process or Administrative Management, Bureaucracy, Behavioural Science Approach, Quantitative Approach, Systems Approach, Contingency Approach, Operational Approach

**Week 3:** Planning: Types of Plans, Planning Process, Introduction to Strategic Management, Types of Strategies, Understanding environment of business: Environmental appraisal – Industry Analysis - Porter's Model of competitive advantage, analysis of organisational resources and capabilities

**Week 4:** Forecasting and Premising : Introduction to Forecasting, Essential Components in Business Forecasting, Determinants of Business Forecasts, Benefits of Forecasting, Techniques of Forecasting, Limitations of Forecasting

**Week 5:** Decision-making : Introduction, Components of Decision-making, Decision-making Process, Group Decision-making, Creativity Problem-solving

**Week 6:** Management by Objectives and Styles of Management : Core Concepts of MBO, Characteristics of Management by Objectives, Process of MBO, Defining the Goal, Action Plan, Final Review, Benefits of Management by Objectives, Limitations of Management by Objectives, Styles of Management, American Style of Management, Japanese Style of Management, Indian Style of Management

**Week 7:** Organizing and Directing: Introduction, Organizational Design, Hierarchical Systems , Organization Structure, Types of Organization Structure, Formal and Informal Organization, Factors Determining Span of Management, Centralization and Decentralization, Span of control, Understanding authority and responsibility, Principles of Delegation, Authority, Developing a culture of Innovation and performance

**Week 8:** Staffing and Coordination: Introduction, Human Resource Management, Recent Trends in HRM, Technology in HRM, Economic Challenges, Workforce Diversity, Concept of Coordination, Need for Coordination, Importance of Coordination, Principles of Coordination, Coordination Process, Types of Coordination, Issues and Systems Approach to Coordination, Techniques of Coordination

**Week 9:** Career Development Strategy: Introduction, Concept and Elements of Career, Overview of Career Development, Significance and Advantages of Career Development, Objectives of Career Development, Types of Career Development Programmes, Different Stages or Cycles of Career Development Process, Career Anchors, Steps in the Career Planning Process

**Week 10:** Leadership styles of Managers: Leadership Concept, Nature, Importance, Attributes of a leader, Role of a leader in demonstrating awareness of legal, personnel, and strategic issues relating to globalization, culture and gender diversity in an organization, Role of leader in conflict resolution and negotiations

**Week 11:** Organizational Communication: Communication in Organizations: Introduction, Importance of Communication in the Workplace; Understanding Communication Process, Barriers to Communication, Use of tone, language and styles in Communication, Role of Perception in influencing communication, Role of culture in communication

**Week 12:** Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational, Developing a climate for learning, Concept of learning organizations

Challenges of Contemporary Business: Role of Ethics, Corporate social responsibility, and environmental issues