**MG-120, COURSE NAME: Principles of Management**

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| Contact Hours: |  |
| Office Address: |  |
| Program: | BBA (H), BBIS offered from Cohort |
| Section: | C4 |
| Semester: | Spring 2022 |
| Course Pre-requisites: | Introduction to Business |
| Credit Hours: | 3 |
| Course Type: | Undergraduate |
| Venue/Day/Time: |  |
| Course URL (if any): | LMS web link will be shared. |

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| **Course Description:** |
| This course is about management and managers. Managers are one thing that all organizations—no matter the size, kind, or location—need. In reality, management is what managers do and this course deals in detail with the 4 basic management functions of planning, organizing, leading and controlling. Special consideration has been given to highlight the applied or practical side of management rather than theories alone. For this purpose, examples from Pakistani and international context of business and management are presented which represent real life situations. Another aspect which adds depth to this course is the extensive use of cases and managerial situations so that the students acquire the skills and knowledge to encounter these issues when faced in their work life.  Two hundred years ago, before the industrial revolution, the concept of professional management and managers did not exist. Today millions of people around the world are managers. These managers coordinate and control organizational resources, lead their people into the future, and help their organizations respond to everything from technological changes to social expectations. Management touches everyone’s daily lives in a variety of ways: managers run the largest and smallest businesses, hospitals and schools, charities and art organizations, government and military organizations. Even for a manager as experienced as Bill Gates (Chairman of Micro Soft), management is a complex, challenging activity. To keep Microsoft on top, Gates needs excellent management skills and a solid understanding of his role and responsibilities within the company, and he needs to share his goals and his vision with everyone else in the organization.  The importance of management has increased manifold as we have entered Industry 4.0. The challenges of Industry 4.0 include the quick obsolescent of the technology and technical knowledge vis-à-vis an increased focus on soft skills. The future of work calls for professionals with human and interpersonal skills which generally fall in the management domain. The management skills, as in present, will be an essential for the self-efficacy and resilience of the future professionals. |

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| **Course Teaching Methodology:** |
| Students’ learning will be ensured through a mix of multiple teaching methodologies including activity based learning, group discussions, class participation, and interactive sessions. Their learning will be enriched through case studies, industry visit, guest speaker session, and videos. |

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| **Program Educational Objectives (POs):** | |
| PO-1 | Critical Thinking and Decision Making |
| PO-2 | Effective Communication Skills |
| PO-3 | Ethics and Sustainability |
| PO-4 | Core Business Knowledge and Competence |
| PO-5 | Effective Teamwork and Leadership Skills |
| PO-6 | Industry Focus |
| PO-7 | Global Perspective (Internationalization) |

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| **Program Learning Outcomes (PLOs):**  **After completing this degree program, students shall be able to:** | | |
|  | | **Mapping the PLOs with POs** |
| PLO-1 | Graduates must be able to use analytical and reflective thinking techniques to identify and analyze problems, develop viable alternatives, make effective decisions and apply appropriate quantitative and qualitative techniques in solving business problems. | PO1, PO4 |
| PLO-2 | Graduates must be able to draft effective business documents and prepare and deliver effective oral business presentations using a variety of appropriate technologies. | PO2 |
| PLO-3 | Graduates must be able to identify and analyze ethical conflicts and sustainability issues involving different stakeholders in order to develop viable alternatives and make effective decisions relating to business ethics and sustainability. | PO3, PO1 |
| PLO-4 | Graduates must be able to demonstrate competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum. | PO4 |
| PLO-5 | Graduates must be able to work effectively in teams and understand group processes, leadership, conflict, power and culture in organizations. | PO5 |
| PLO-6 | Graduates must be able to understand the dynamics of local industry and understand business as an integrated system and apply strategic planning tools to coordinate among the functional areas. | PO6 |
| PLO-7 | Graduates must be able to identify and analyze relevant global factors that influence decision-making and develop viable alternatives and make effective decisions in an international business setting. | PO7, PO1 |

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| **Course Objectives (COs)** | |
| CO-1 | To provide basic and relevant knowledge about management in organizations. |
| CO-2 | To increase the students understanding of the tools, techniques, procedures and programs. Managers have to solve problems and make decisions. The concept is to enlighten students so that they can see that even with all these resources mistakes are made. |
| CO-3 | To illustrate that managers in an organization, use principles, ideas, approaches and techniques from many different disciplines to make the best decision possible. |
| CO-4 | To improve the participant’s awareness that single perfect answer to organizational problems does not exit. Thus, an approach that considers the interaction of environment, the people and the situations is more meaningful in studying the subject. |
| CO-5 | To familiarize students with the relevance and application of key management theories and processes to specific organizations and industries both at national and international levels. |
| CO-6 | To develop the reflective ethical based argument on the implementation of management policies and strategies for managing the internal and external environment, structure, change, and diversity. |
| CO-7 | To recognize that the quality of leadership is an important element in an organization’s success, since leaders influence employees to work together toward the fulfillment of a company’s mission and the achievement of its goals. |
| CO-8 | To understand the fact that managers must monitor whether goals that were established as part of the planning process are being accomplished efficiently and effectively. That’s what they do when they control as appropriate controls can help managers look for specific performance gaps and areas for improvement. |

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| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | | |
|  | | **Mapping the CLOs with PLOs** |
| CLO-1 | Students shall be able to develop reasoning and quantitative abilities, as well as communication and computing skills which they will need for responsible leadership roles in their careers. | PLO1, PLO2 |
| CLO-2 | Students shall be able to understand the application of management functions, across several areas in multiple organizations - profit and non-profit, so that they will become management professionals and take up careers in marketing, finance, information systems, entrepreneurship, management, international business and supply chain management in leading organizations. | PLO4, PLO6 |
| CLO-3 | Students shall be able to meet the requirements of corporate world for managers who are equipped with business knowledge, understanding of contemporary management theories, organization behaviors, culture, control mechanisms, and code of conduct, enabling them to coping up constantly arising business needs. | PLO6, PLO4 |
| CLO-4 | Students shall be able to develop an understanding and appreciation of the global business environment. | PLO7 |
| CLO-5 | Students shall be able to learn about effectiveness of working in teams, synergizing group discussions, integrating the ideas, and designing policies and rules reflecting insights of all member of the organization. | PLO5 |
| CLO-6 | Students shall be able to identify and discuss issues involving social responsibility and managerial ethics and their effect on managerial decision-making. | PLO3 |
| CLO-7 | Students shall be able to know the characteristics and behaviors of effective leaders, identify the situational factors which allow leaders to control and influence, and finally discuss some contemporary leadership styles applicable to both national and international settings and aimed at enhancing the levels of group members’ motivation, satisfaction, and performance. | PLO5,PLO7 |
| CLO-8 | Students shall be able to apprise the value of controlling due to its importance with regards to planning-controlling link, employee empowerment, and protection of company’s assets both in local and global business conditions. | PLO6, PLO7 |

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| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* | |
| **Assessment Item** | **Application/ Objectives**  **PLO / CO / CLO** |
| Assignments | PLO4, PLO6, PLO7 / CO5 / CLO-2, CLO-8 (Each assignment would require application of concepts about PLO/CO/CLO in the aforementioned sequence) |
| Quizzes/Written test | PLO1, PLO2 / CO1, CO3, CO4 / CLO-1 (Each quiz/written test would require participants use of conceptualization and analysis in the aforementioned sequence) |
| Case discussions & interpretations | PLO1, PLO2, PLO4, PLO6 / CO1, CO2, CO3, CO5 / CLO-1, CLO-2 (Each case discussion and interpretation would require use of application and critical thinking of various concepts in the aforementioned sequence) |
| Class participation | PLO1,PLO2 / CO1 / CLO-1, CLO2, CLO3 (Class participation would require the use of reflection from participants about various discussed concepts) |
| Group interactive activities | PLO5 / CO7(leadership and team environment), / CLO5, CLO7 (Group interactive activities would require understanding, use, and comparison of various leadership behaviors and styles in team environment) |
| Discussions on current industry issues / Guest speaker / Industry visit | PLO6, PLO4 / CO3, CO4, CO5 / CLO-2, CLO-3, CLO-6 (Use of discussions on current industry issues /guest speaker / industry visit business would enhance students’ understanding of the concepts with regards to application) |
| Project and Presentation | PLO2, PLO6 / CO4, CO5, CO8 / CLO-1, CLO-2, CLO-3, CLO5, CLO8 (Use of work in groups on project and presentation would require understanding and implementations of management concepts in industry and corporate world) |
| Mid-term/Final term | PLO1, PLO2, PLO4, PLO6 / CO1, CO5 / CLO-1, CLO2, CLO4, CL6 (Use of mid-term/final-term exam would require use and development of participants’ identification, comparison, comprehension, and evaluation related capabilities) |

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| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Preliminary Exam | 15 | After three weeks |
| Case Study Assignments | 10 | After every 3 sessions |
| Class Participation | 5 | Monitoring through teacher assistant, sharing of marks with students regarding CP towards the end of every week |
| Mid-term exam | 20 | One-time assessment and to be conducted after 8 sessions |
| Project Report | 10 | Criteria attached\* |
| Project Presentation | 10 | Criteria attached\* |
| Final exam | 30 | One-time assessment to be conducted after 15 sessions |
| **Total** | **100** |  |
| **Notes – Norms and Important Class Policies:**  *(such as submission guidelines, academic honesty, make-up policy, code of conduct)*   * Be on Time: You need to be at class at the assigned time. After 15 minutes past the assigned time, you will be marked absent. * Assignment must be submitted via turnitin and hardcopy within the announced deadline. Failure to submit before the deadline will be subjected to **DEDUCTION** in marks according to the following criteria. 1st day 10%, 2nd day 20%, 3rd day 30%, 4th day 100% * All Assessments are subjected to the UMT policy as stated in the student handbook. In case an assessment is missed by the student, only those students will be entertained who met the following criteria: Sad demise of parents, the student is hospitalized (due to an acute medical issue), and student going for *aqama* (visa) renewal. * Mobile Policy: **TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise. In case you caught using mobile phone in the class plenty will be imposed * Email/Portal Announcement Policy: **READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email or portal announcement. Participants should regularly check their university emails accounts/portal announcement regularly and respond accordingly * Class Attendance Policy: A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade ‘SA’ (Short Attendance) and will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise they could reach short attendance. * Moodle: UMT –LMS (Moodle) is an Open Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk) * Harassment Policy: Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc. * Use of Unfair Means/Honesty Policy: Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action. * Plagiarism Policy: All students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “TurnItin” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook. * Withdraw Policy: Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student.A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA. * Communication of Results: The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course. | | |

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

**Rubrics of all assessments are to be provided to students through LMS**

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| **Weekly Sessions Plan:** | | | |
| **Week** | **Topics / Contents** | **Activity** | **Application/Objectives**  **PLO / CO / CLO** |
| 1 | **Introduction to Management and**  **Managers in the Workplace:**  Classify managerial and non-managerial employees. Define management. Describe the functions, roles and skills of managers and how the manager’s job is changing. Describe the characteristics of an organization. Explain the value of studying management | Ice breaking, Discussion  Video Clip about  Ice-breaking exercise:  Article 1- Harvard Business Review (HBR): Title: What Great Managers Do <https://hbr.org/2005/03/what-great-managers-do> | PLO4 / CO1 / CLO1  (Giving basic understanding of management concepts by using rational based thinking) |
| 2 | **Management History:**  Describe the historical background of management. Explain various theories in the classical approach. Describe the quantitative approach. Discuss the development and uses of the behavioral approach. Explain various theories in the contemporary approach | Lecture and Interactive Discussion + First Case Study Assignment 1: Zappos: Who needs a Boss?  Video 1- Title: The History of Management  Weblink: <https://www.youtube.com/watch?v=cCXOPgs2pJk> | PLO4 / CO1, CO5 / CLO1  (Giving basic understanding of management history and management theories through reflection) |
| 3 | **Managing the Internal/External Environment and Organization’s Culture:**  Contrasting actions of managers according to the omnipotent and symbolic views. Describe the constraints and challenges facing managers in today’s external environment. Develop your skill at scanning the environment so you can anticipate and interpret changes taking place. Discuss the characteristics and importance of organizational culture. Contrast ethnocentric, polycentric, and geocentric attitudes toward global business. | Lecture and Interactive Discussion  Article 2- Forbes: The ‘Beams and Pillars’ Model for Organizational Culture  <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/12/14/the-beams-and-pillars-model-for-organizational-culture/?sh=1132b3103024> | PLO3, PLO6 / CO4 / CLO3  (Providing understanding that managers must realize that organizational culture and organizational environment have important implications for the way an organization is managed. Both organizational culture and external forces that can shape an organization are explored in order to gain a better under­standing of the complexities presented by internal and external environments. |
| 4 | **Decision Making by Managers:**  Explain why decision making is an important component of good management. Describe the eight steps in the decision-making process. Explain the three ways managers make decisions. Classify decision’s and decision-making conditions. Describe different decision-making styles and discuss how biases affect decision-making. Identify affective decision-making techniques. | Preliminary Exam:  Content comprises of first three sessions topics  Video 2- Title: Leadership is About Decision Making  Weblink: <https://www.youtube.com/watch?v=9qC0AS4rti4>  Article 3: The New Normal? Five Questions That Will Reinvent Business Decision Making After Covid-19  <https://www.forbes.com/sites/eriklarson/2020/10/20/the-new-normal-five-questions-to-harvest-what-your-company-learns-from-decisions-after-covid-19/?sh=612bf426468b> | PLO1,PLO2/CO2,CO3/  CLO-1,CLO-2  (Offering to know how decisions are an essential part of your life, personally and professionally. Each and every day is a series of decisions, from minor to significant, and everything in between. Good decision-making is a skill, and like any skill, it can be learned and improved.) |
| 5 | **Planning Work Activities :**  Define the nature and purposes of planning. Classify the types of goals organizations might have and the plans they use. Compare and contrast approaches to goal-setting and planning. Know how to set goals personally and create a useful, functional to-do list. Develop your skill at helping your employees set goals. Discuss contemporary issues in planning. | Lecture and Interactive Discussion  Video 3- Dreams come true: The power of strategic planning) | Ayoub BOUKHATEM | TEDxHECAlger  Weblink <https://www.youtube.com/watch?v=o0j6N1lSjx4> | PLO1, PLO7/ CO2,CO3/ CLO1,CLO2  (Get to know why planning is important as it establishes what an organization is doing and how managers set goals as well as how they establish plans to achieve those goals, the nature and purposes of planning, strategies for effective planning, and contemporary planning issues.) |
| 6 | **Managing Strategy:**  Define strategic management and explain why it’s important. Explain what managers do during the six steps of the strategic management process. Know how to identify your own personal strengths and weaknesses and deal with them. Develop your skill at strategic planning. Describe the three types of corporate strategies. Describe competitive advantage and the competitive strategies organizations use to get it. Discuss current strategic management issues. | Lecture and Interactive Discussion + Discussion and Briefing about Course Project Assignment  Video 4- Strategy as Choice | Nick Hansen | TEDxWestminsterCollegeSLC  Weblink <https://www.youtube.com/watch?v=lQwHlptnYqk>  Case study discussion 2: Rio Grande Supply Company | PLO4,PLO5,PLO6/CO6/CLO-3  (Developing understanding that every organization has strategies for doing what it’s in business to do, and managers must manage those strategies effectively. students discover that good strategies can lead to high organizational performance.) |
| 7 | **Designing Organizational Structure:**  Describe six key elements in organizational design. Contrast mechanistic and organic structure. Discuss the contingency factors that favor either the mechanistic model or the organic model of organizational design. Describe traditional organizational designs. Describe contemporary organizational designs. Explain flexible work arrangements used by organizations. | Lecture and Interactive Discussion + Briefing about Mid Term Exam | PLO5/CO6/ CLO5  (Establishing understanding that once managers are done planning, then what? This is when managers need to begin to “work the plan.” And the first step in doing that involves designing an appropriate organizational structure. It also addresses the issue of structure with an emphasis on the new designs that companies are implementing to deal with an increasingly competitive environment that focuses on efficiency.) |
| 8 | Mid Term Exam | Review + Exam Session | Aligned with previously mentioned PLOs, COs and CLOs. |
| 9 | **Managing Communication:**  Define the nature and function of communication. Compare and contrast methods of interpersonal communication. Identify barriers to effective interpersonal communication and how to overcome them. Develop your skill at listening actively. Explain how communication can flow most effectively in organizations. Describe how technology affects managerial communication and organizations. | Lecture and Interactive Discussion + Third Case Study Assignment | PLO2/CO/CLO1  (Learning the importance of communication as without communication, nothing would ever get done in organizations. Managers are concerned with two types of communic9ation: interpersonal and organizational, and the role they play in a manager’s ability to be efficient and effective.) |
| 10 | **Motivating Employees:**  Define motivation, compare and contrast early theories of motivation such as: Maslow’s *Hierarchy of Needs.* McGregor’s *Theories X and Y.* Herzberg’s *Two-Factor Theory.* McClelland’s *Three Needs Theory.* Compare and contrast contemporary theories of motivation such as: Goal-setting theory. Reinforcement theory. Equity theory. Expectancy theory | Lecture and Interactive Discussion + Video Clip  Video 5- Title Motivating People to Excellence | Cheryl Ferguson | TEDxWinnipeg  <https://www.youtube.com/watch?v=aljb6ZXBwV0> | PLO5/CO6,CO7/CLO-5,CLO-7  (Recognizing the significance of motivation as motivating and rewarding employees is one of the most important and challenging activities that managers do. To get employees to put forth maximum work effort, managers need to know how and why they’re motivated.) |
| 11 | **Being an Effective Leader:**  Define leader and leadership. Compare and contrast early theories of leadership. Describe the three major contingency theories of leadership. Develop your skill at choosing an effective leadership style. Describe contemporary views of leadership. Discuss how to prepare for an effective transition to a leadership position. | Lecture and Interactive Discussion  Video 1- Title: Roselinde Torres: What It Takes To Be a Great Leader  <https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader?language=en>  Fourth Case Study Assignment: Growing Leaders | PLO5/CO7/CLO-7  (Leaders in organizations make things happen, and finding answers about the questions like what makes leaders different from nonleaders? What’s the most appropriate style of leadership? What can you do to be seen as a leader?) |
| 12 | **Managing Social Responsibility and Ethics:**  What Is Social Responsibility? Green Management and Sustainability. Managers and Ethical Behavior. Encouraging Ethical Behavior. Social Responsibility and Ethics Issues in Today’s World | Guest Speaker Session. Discussion related to Managing CSR | PLO3/ CO6/CLO-3,  CLO-6  (Discussion to describe issues involving social responsibility and managerial ethics and their effect on managerial decision-making. Both social responsibility and ethics are responses to a changing environment and are influenced by organizational culture.) |
| 13 | **Monitoring and Controlling:**  Explain the nature and importance of control. Describe the three steps in the control process. Explain how organizational and employee performance are measured. Describe tools used to measure organizational performance. Discuss contemporary issues in control | Lecture and Interactive Discussion + Briefing about Final Project Submission & Presentation  Video 6- Four Questions to Help You Manage Poor Performance by Tasha Eurich  Weblink <https://www.youtube.com/watch?v=S6HcMJDWCeo> | PLO6/CO8/CLO-8  (Getting to know the importance of controlling as part of management function since managers must monitor whether goals that were established as part of the planning process are being accomplished efficiently and effectively. That’s what they do when they control. Appropriate controls can help managers look for specific performance gaps and areas for improvement.) |
| 14 | Projects and Presentations | Students working in groups will present their projects | Project Presentations will be judged based on content, delivery, confidence and response to Q & A |
| 15 | Projects and Presentations | Students working in groups will present their projects | Project Presentations will be judged based on content, delivery, confidence and response to Q & A |
| 16 | Final Term Examination | To be conducted by OCE UMT. | Aligned with previously mentioned PLOs, COs and CLOs. |

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| **Primary Text Book (s):** |
| * **Management by Stephen P. Robbins & Mary Coulter, 14th Edition, Pearson** * Understanding Management by Richard L. Daft & Dorothy Marcic, 7th edition or newer. Thomson South-Western. * Management by Danny Samson & Richard L. Daft, Thomson Learning |

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| **Reference / Supplementary Reading (s):** |
| * Management by Drucker, Peter F, & Maciariello, Joseph A. Revised Edition 2008. * Primary source of supplementary material will be internet. * Stories of Successful National and International Corporate Managers. |

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| **Useful Online / Web Resources:** |
| * <https://www.forbes.com/> * <https://hbr.org/> * <https://www.economist.com/> * <https://www.shrm.org/> * <https://www.brecorder.com/> * <https://www.ted.com/talks> * <https://www.thebalancecareers.com/best-sites-for-management-and-leadership-2275950> * <https://www.thebalancesmb.com/operations-and-technology-4161394> |

\* **Principle of Management (MG-120)**

**Project Outline and Instructions**

* Select a business company from industry.
* Visit that company and meet at least three persons who are working as line level manager, middle level manager and top level manager.
* Introduce yourself and tell them very respectfully that you are 3rd semester BBA/BBIS students of UMT.
* You have been assigned a project in a course of management where you have learned about four functions of management. These functions are planning, organizing, leading, and controlling.
* You have learned few concepts in all these four management functions and now you want to know how much these functions are being applied in your prestigious company which is performing really well.
* Make 3 to 4 questions from each management function (planning, organizing, leading, and controlling), and ask these questions very politely to these different level of managers.
* Note or record the answers of these questions by taking permission from the managers whom you are interviewing.
* After conducting these interviews you comeback and analyze these interviews and prepare a report.
* Your project report should include six sections, namely, ‘Introduction’, ‘Planning’, ‘Organizing’, ‘Leading’, ‘Controlling’, and ‘Discussion & Conclusion’.
* You would prepare the presentation slides from your respective project report and each group would present it in the class.
* The project submission deadline is 14th session of this course.
* The presentations would start in the online class scheduled in the 15th session which may prolong till the last presentation of the group.
* Project has to be your own original work in which every group member has to contribute.
* Copying or cheating is strictly prohibited. Anybody found guilty would be dealt with strict punishment and the whole group would be awarded ‘zero’ marks.

**Good Luck!**