



**University of Management and Technology**  
**MG-120, Principles of Management**

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Contact Hours:	Tuesday and Thursday only (3 – 4pm)
Office Address:	CGR office (3N-10) opposite the faculty café
Program:	BBA, BBIS offered from Cohort
Section:	C3 section
Semester:	Spring 2024
Course Pre-requisites:	Introduction to Business
Credit Hours:	3
Course Type:	Undergraduate
Venue/Day/Time:	Wednesday and Saturday (slot # 6)
Course URL (if any):	

**Course Description:**

This course provides you with an opportunity to develop a better understanding of contemporary issues managerial functions in detail. In reality, management is what managers do and this course deals with 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, ted talk videos and managerial situations so that the students acquire the skills and knowledge to encounter these issues in real life context.

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.

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The importance of management has increased manifold nowadays as we have entered Industry 4.0. The challenges of Industry 4.0 include the quick obsolescent of the technology, Artificial Intelligence, 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.

### Course Teaching Methodology:

Students' learning will be ensured through a mix of multiple teaching methodologies including activity-based learning, group discussions, class participation, presentations and interactive sessions. Their learning will be enriched through case studies, guest speaker session, and ted talk videos in line with the learning objectives of this course.

### Program Learning Outcomes (PLOs):

After completing this degree program, students shall be able to:

		Mapping the PLOs with POs
PLO-1	Understand the Concepts related to Business and subject matter	PO-1
PLO-2	Develop understanding about multiple facets and domains of business environment	PO-2
PLO-3	Acquire the Knowledge to allow for the graduates to understand how the international community works and what type of solutions are needed in dynamic global business world	PO-1, PO-4
PLO-4	Able to understand the internal and external environment; How it operates and affects the business environment. Create solutions to provide answers for the new and challenging solutions prevalent within the business world	PO-1, PO-4
PLO-5	Understand the National and International political economics and its effects on the business World. Be up to speed to create the impact that is needed at the time for the organizations	PO-1, PO-5

### Course Learning Outcomes (CLOs):

After completing this course, students shall be able to:

		Mapping the CLOs with PLOs

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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.	PLO1, PLO2
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.	PLO3, PLO5
CLO-4	Students shall be able to develop an understanding and appreciation of the global business environment.	PLO3
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.	PLO4
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.	PLO3, PLO5
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.	PLO3, PLO5

**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

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	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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<b>Assessment Structure and Grading Policy*:</b>		
Assessment Item	Weight (%)	Execution Plan
Quizzes	10	3- 4 (All announced) objective + subjective
Case Study Assignments/ class activity	10	3 (All announced) subjective (Rubrics will be provided to student regarding each assessment)
Class Participation	5- 10	Monitoring strictly through instructor in every class, and marks will be shared with students regarding CP towards the end of every week
Mid-term exam	20- 25	One-time assessment and to be conducted after 8 sessions
Project Report and Presentation	15-20	Criteria attached* (4/5 members Group based)
Final exam	35	One-time assessment to be conducted after 15 sessions
<b>Total</b>	<b>100</b>	

### **Notes – Norms and Important Class Policies:**

*(such as submission guidelines, academic honesty, make-up policy, code of conduct)*

- **Be on Time:** Be on time at the classroom. After 10 minutes past the assigned time, you will be marked absent.
- Assignment must be submitted via **LMS moodle** 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%
- **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. This means that 06 sessions (1 Hours 15 Minutes) each are allowed. If the participant is absent in the 7th Session, it will result in SA Grade. 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.umat.edu.pk/moodle>. For further query send your queries to [moodle@umat.edu.pk](mailto:moodle@umat.edu.pk)

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- **Harassment Policy:** Sexual or any other harassment is prohibited and is constituted as punishable offence.
- **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 submit a “Turnitin” report on every assignment. Any student who attempts to bypass “Turnitin” will receive “F” grade which will count towards the CGPA.
- **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.
- **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.

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

<b>Weekly Sessions Plan:</b>			
<b>We ek</b>	<b>Topics / Contents</b>	<b>Activity</b>	<b>Application/Objectives PLO / CO / CLO</b>
1	<p><b>Introduction to Management and Managers in the Workplace:</b></p> <p>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</p>	<p>Ice breaking, Discussion, Video Clip:  <a href="https://www.youtube.com/watch?v=OBqwhYLEJo&amp;t=6s">https://www.youtube.com/watch?v=OBqwhYLEJo&amp;t=6s</a></p> <p>Article 1- Harvard Business Review (HBR): Title: What Great Managers Do  <a href="https://hbr.org/2005/03/what-great-managers-do">https://hbr.org/2005/03/what-great-managers-do</a></p>	<p>PLO1 / CO1 / CLO1            (Giving basic understanding of management concepts by using rational based thinking)</p>
2	<p><b>Decision Making by Managers:</b></p> <p>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.</p>	<p>Class small activity 1</p>	<p>PLO2/CO2, CO3/ CLO-1, CLO-2</p> <p>(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</p>

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	Classify decision's and decision-making conditions. Describe different decision-making styles and discuss how biases affect decision-making. Identify affective decision-making techniques.		minor to significant, and everything in between. Good decision-making is a skill, and like any skill, it can be learned and improved.)
3	<p><b>Management History:</b></p> <p>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</p>	<p>Lecture and Interactive Discussion + Discussion and Briefing about Course Project</p> <p>Management History  <a href="https://www.youtube.com/watch?v=EobeHwOw3S4">https://www.youtube.com/watch?v=EobeHwOw3S4</a></p> <p>Hawthorne:  <a href="https://www.youtube.com/watch?v=o4XX90lqT6E">https://www.youtube.com/watch?v=o4XX90lqT6E</a></p> <p>Quiz #1: Content comprises of topic 1, and 2</p>	PLO2 / CO1, CO5 / CLO1 (Giving basic understanding of management history and management theories through reflection)
4	<p><b>Planning Work Activities :</b></p> <p>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.</p>	<p>Lecture and Interactive Discussion</p> <p>Video 3- google:  <a href="https://www.youtube.com/watch?v=f_R3XG7s2hw">https://www.youtube.com/watch?v=f_R3XG7s2hw</a></p> <p>Case study Assignment 1</p>	PLO2/ 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.)
5	<p><b>Managing Strategy:</b></p> <p>Define strategic management and explain why it's important. Explain what managers do during</p>	<p>Lecture and Interactive Discussion</p> <p>Quiz activity 2: chapter 3</p>	PLO3, PLO5 /CO6/CLO-3  (Developing understanding that every organization has strategies for doing what it's in business to do, and managers

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	<p>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.</p>		<p>must manage those strategies effectively. students discover that good strategies can lead to high organizational performance.)</p>
6	<p><b>Designing Organizational Structure:</b></p> <p>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.</p>	<p>Lecture and Interactive Discussion + Briefing about Mid Term Exam</p> <p><b>Class Assignment 2</b></p>	<p>PLO5/CO6/ CLO5</p> <p>(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.)</p>
7	<p><b>Managing Social Responsibility and Ethics:</b></p> <p>What Is Social Responsibility? Green Management and Sustainability. Managers and Ethical Behavior. Encouraging Ethical Behavior. Social Responsibility and Ethics Issues in Today’s World</p>	<p>Lecture and Interactive Discussion</p> <p><b>Quiz activity 3: chapter 4 and 5</b></p>	<p>PLO5/ CO6/CLO-3, CLO-6</p> <p>(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.)</p>



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8	Mid Term Exam	<b>Review + Exam Session</b>	Aligned with previously mentioned PLOs, COs and CLOs.
	<p><b>Being an Effective Leader:</b></p> <p>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.</p>	<p>Lecture and Interactive Discussion</p> <p>Video 1- Title: Roselinde Torres: What It Takes To Be a Great Leader  <a href="https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader?language=en">https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader?language=en</a></p> <p>leadership:            Leadership - Inspirational Video #leadership #inspirational - YouTube  <a href="https://www.youtube.com/watch?v=HxEntJilEd0">https://www.youtube.com/watch?v=HxEntJilEd0</a></p>	<p>PLO5/CO7/CLO-7</p> <p>(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?)</p>
10	<p><b>Motivating Employees:</b></p> <p>Define motivation, compare and contrast early theories of motivation such as: Maslow's <i>Hierarchy of Needs</i>. McGregor's <i>Theories X and Y</i>. Herzberg's <i>Two-Factor Theory</i>. McClelland's <i>Three Needs Theory</i>. Compare and contrast contemporary theories of motivation such as: Goal-setting theory. Reinforcement theory. Equity theory. Expectancy theory</p>	<p>Lecture and Interactive Discussion + Video Clip</p> <p>Video 5- Title Motivating People to Excellence   Cheryl Ferguson   TEDxWinnipeg  <a href="https://www.youtube.com/watch?v=aljb6ZXBwV0">https://www.youtube.com/watch?v=aljb6ZXBwV0</a></p> <p><b>Steve Jobs:</b>  <a href="https://www.youtube.com/watch?v=f60dhe14ARg">https://www.youtube.com/watch?v=f60dhe14ARg</a></p> <p><b>Class activity: Short snippet</b></p>	<p>PLO5/CO6,CO7/CLO-5,CLO-7</p> <p>(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.)</p>
11	<p><b>Managing the Internal/External Environment and Organization's Culture:</b></p>	<p>Guest Speaker Session. Discussion related to Managing the organization</p>	<p>PLO3/ CO4 / CLO3</p>

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	<p>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.</p>	<p>Article 2- Forbes: The 'Beams and Pillars' Model for Organizational Culture <a href="https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/12/14/the-beams-and-pillars-model-for-organizational-culture/?sh=1132b3103024">https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/12/14/the-beams-and-pillars-model-for-organizational-culture/?sh=1132b3103024</a></p>	<p>(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.</p>
12	<p><b>Managing Communication:</b></p> <p>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.</p>	<p>Lecture and Interactive Discussion</p> <p><b>Quiz activity 4: chapter 6 and 7</b></p>	<p>PLO2,3/CO/CLO1</p> <p>(Learning the importance of communication as without communication, nothing would ever get done in organizations. Managers are concerned with two types of communication: interpersonal and organizational, and the role they play in a manager's ability to be efficient and effective.)</p>
13	<p><b>Monitoring and Controlling:</b></p> <p>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.</p>	<p>Lecture and Interactive Discussion + Briefing about Final Project Submission &amp; Presentation</p> <p>Video 6- Four Questions to Help You Manage Poor Performance by Tasha Eurich</p>	<p>PLO4/CO8/CLO-8</p> <p>(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</p>

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	Discuss contemporary issues in control	Weblink <a href="https://www.youtube.com/watch?v=S6HcMJDWCeo">https://www.youtube.com/watch?v=S6HcMJDWCeo</a>	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	Exam to be conducted by OCE UMT.	Aligned with previously mentioned PLOs, COs and CLOs.

### Primary Text Book (s):

1. Management by Richard L. Daft, Edition 14<sup>th</sup> (2021)
2. Management by Stephen P. Robbins & Mary Coulter, 15th Edition, Pearson (2020)  
<https://cdn.website-editor.net/25dd89c80efb48d88c2c233155dfc479/files/uploaded/management-11th-edn-by-stephen-p-robbins-mary-coulter-pdf.pdf>

### Reference / Supplementary Reading (s):

- Understanding Management by Richard L. Daft & Dorothy Marcic, 7th edition or newer. Thomson South-Western.
- Management by Danny Samson & Richard L. Daft, Thomson Learning
- 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://aom.org/>
- <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>