



**MANGALORE UNIVERSITY**  
**Department of Commerce**  
**M.Com.**

**CMS401: MANAGEMENT THEORY AND PRACTICE**

**Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits**

**Learning Objective:**

- To help students understand the conceptual & strategic Framework of Management.

**Course Outcomes:**

1. Provides an understanding of planning procedure, organizational structure of firms for effective business administration.
2. Provides rigorous base for research in management field.

**Unit -1: Development of Modern Management Thought and Patterns of Management**

**Analysis:** F.W. Taylor and Scientific Management – Henri Fayol and Principles of Management – Elton Mayo and Hawthorne Experiment – Patterns of Management Analysis – Definitions and Functions of Management – Recent Trends.

**Unit -2: Planning & Organizing:** Types of Plans, Steps in Planning, Decision Making-Process of Decision Making – Types of Decisions, Decision Making under Certainty, Uncertainty and Risk – Modern Approaches to Decision Making.

Organizing - Organization Structure - Mechanistic and Organic – Project and Matrix – Formal and Informal – Chain of Command, Span of Management, Authority, Functional Authority, Power- Line and Staff – Decentralization and Delegation – Recent Trends.

**Unit -3: Human Resource Planning and Development:** Human Resource Planning, External and Internal Sources – **Recruitment**, Selection, Placement, Training and Development – Performance Appraisal – Internal Mobility in the organization- Recent Trends.

Leadership, Motivation and Communication: **Leadership** – Concepts- Behaviour and Styles, Situational Approach; Dynamics of Motivation: Theories of Motivation, The Need Hierarchy - Hygiene Approach – The Expectancy - Theory, The Vroom's Theory, The Porter and Lawler Theory, McClelland's Needs Theory – Motivation and Job Enrichment–Motivation and Morale-Organisational **Communication:** Communication System – Barriers to Communication – Effective Communication – Recent Trends.

**Unit -4: Control:** Control Process – Critical Control Points and Standards –Requirements of Effective Control – Information System and Control - T.Q.M- Bench Marking and ISO 9000 Series – Kaizen, Just in time, Quality Circles, six-sigma- Recent Trends.

**Unit -5: Strategy:** Levels of Strategy formulation – Approaches to strategic decision making, goals, Mission, purpose and objectives – Strategic Business Unit (SBU), Functional level strategies-Environmental Analysis and Strategy formulation-Components of Environment–Types – Environment Scanning and appraisal, strategic advantage, Analysis and Diagnosis, SWOT Analysis, Strategic Planning process, Types of Strategies: Modernization, diversification, integration, merger, take over and joint strategies; turnaround, divestment and liquidation strategies-process of strategic choice. Industry competitor and SWOT analysis – Factors affecting Strategic Choice, Generic competitive strategy, Tools for strategy formulation – Recent Trends.

### **References:**

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2. Appleby Robert C, Modern Business Administration, Macmillan Harvard Business Review
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4. Boone and Kurtz, Management; McGraw Hill
5. Burton Gene and Thakur Manab: Management Today, Principles and Practice(Tata McGraw Hill)
6. Dale Earnest, Management Theory and Practice, Tata McGraw Hill.
7. Drucker Peter F, Management; Tasks, Responsibilities, Practices, Allied Publishers
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9. George Claude S.(Jr), Management in Industry, (Prentice Hall)
10. Glueck W. F, Management: The Dydon Press
11. Haynes and Massie, Management: Analysis, Concept and Cases
12. Ivanovich; John and Michuol T Matheson: Organisational Behaviour and Management, Business Publications Inc, Texas
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15. Koontz Harold, Cyril O'Donnell, and Heinz Weihrich, Essentials of Management, Tata McGraw Hill, New Delhi.
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21. Newstrom, John W and Keith Davis: Organisational Behaviour; Human Behaviour at work, Tata McGraw Hill, New Delhi.
22. Niles Mary Crushing: The Essence of Management, Orient Longman
23. Prasad Lallan and Gulshan S.S.: Management Principles and Practice, S. Chand
24. Putti, Management: A Functional Approach (SI), McGraw Hill.
25. Robbins ,Stephen P and Mary Coulter; Management , Prentice Hall, New Delhi.
26. Terry George R., Principles of Management: Richard Irwin