



**MANGALORE UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**MBAH 401: PRINCIPLES AND PRACTICE OF MANAGEMENT**

Workload : 4 hours per week - Total credits 04  
Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : This course aims at acquainting students with the evolution of Management discipline and its implication on modern Industry and business.

It provides basic framework to solve in an integrated manner the problems of organizations.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars, etc.

**1. Introduction:** The concept of management; levels and types of managers; Management Roles; The management process in practice; development of management thought – classical, neo-classical and modern; An overview of Managerial functions.

**2. Planning and Decision Making:** Nature and Purpose of planning, types of plans, objectives of plans, Planning Premises, planning process, limits of planning; decision-making- process of decision making, types of decisions, techniques in decision making, the rational Model of Decision Making; MBO - concept and process of managing by objectives; Strategic planning and implementation - an overview; Planning- control relationship.

**3. Organizing:** Nature and purpose of organizing; formal and informal organizations; levels and span of management; Departmentation – line and staff relations; centralization and decentralization; Delegation of authority; Types of emerging organization structures, organization design & contingency factors.

**4. Staffing:** Nature and purpose; an introduction to acquisition, maintenance, development and retention of personnel in organization.

**5. Directing:** Introduction to leadership, motivation and communication as managerial functions.

**6. Controlling:** The control process – common types of standards used in control process – control technique - factors influencing control effectiveness.

**7. Key issues in Modern Management:** Management in the 21<sup>st</sup> century – Manager's external environment, Globalization and management, Easternization of management, Challenges of multiculturalism, Quality Management.

**References:**

1. Stoner, Freeman, Gilbert. Jr. – Management- Prentice Hall of India.
2. Koontz – Principles of Management- Tata McGraw Hill.
3. Robbins & Caulter – Management- Prentice Hall of India.
4. Weihrich Heinz and Koontz Harold- Management: A Global and Entrepreneurial Perspective- McGraw Hill.
5. R. Satya Raju and A. Parthasarathy-Management Text and Classes-PHI.

6. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets-Tata McGraw Hill.
7. Dr.S.Singa-Corporate Governance –Excel Books.
8. U.C.Mathur -Corporate Governance & Business Ethics-MacMillan.
9. C.S.V.Murthy -Business Ethics and Corporate Governance-HPH
10. S. Prabakaran-Business Ethics & Corporate Governance-Excel Books
11. Francis & Mishra -Business Ethics-TMH
12. Robbins, S.P. and Decenzo, D.A.- Fundamentals of Management- Pearson Education Asia, New Delhi.
13. Chandan JS – Management theory and practice- Vikas Publishing House, New Delhi.
14. SenguptaPartho S – Principles and practice of management - Vikas Publishing House, New Delhi.

