



Calcutta Business School

Course Name and Subject Code: Managerial Skills for Effectiveness”

[This is a compulsory course for the HRM cluster and can be audited by interested students from other specialization clusters]

Academic Year: (2020 -2022); Term –V 1.5 Credits

Instructors:

This course will be handled by –

1. *Prof RAHUL BOSE*
2. *Prof Dr. Shuvendu Majumder*

Background of the Course:

Management Skills are usable skills that managers need to demonstrate in workplace spanning diverse areas with an aim to accomplish multiple objectives that impact the firm positively. These skills can be acquired by learning and doing. The course provides inputs on planning organizing leading and controlling which are the pillars of the management function. Many management thinkers have enriched the domain. The course provides the student to apply theoretical knowledge through case studies situations role plays and self-assessment exercises

Course objectives:

1. Develop an understanding of the basic concepts and fundamentals of management skills
2. Explain the role of managers
3. Delineate the core strands of managing - organizing planning leading controlling
4. Assess management strengths and opportunities for growth.

Learning Outcomes:

Following are the key takeaways –

1. Manage finite resources
2. Translate academic theory into practical actions
3. Management principles and their application
4. Develop a plan so each student can deploy management skills

Textbooks [selected readings only]:

Essentials of Management / Management Series Authors *Harold Koontz, Heinz Weihrich*

Cases [Management]

- 1] IBM: Managing crisis / turnaround
- 2] Tata Steel – Managing for change
- 3] BHEL – A Navaratna example
- 4] Pricewaterhouse Coopers: Management Consulting

Article[Leadership]

- 1] HBR Readings: Does Management really work 2. When a new manager takes charge

Supplementary readings:**Pedagogy in brief:**

The overall delivery will accommodate a mix of classroom teaching, analysis of cases / situations roleplays relaying the manner in which real-life industrial scenarios may be dealt with. Learning videos will also form a part of the course for understanding certain theoretical concepts with ease.

Duration:

15 sessions of 60 minutes each

Components of evaluation:

<i>Sl. No.</i>	<i>Particulars</i>	<i>Percentage</i>
1	Short Assignments [Individual]	20
2	Quiz[Individual]	10
3	Class participation	10
4	Presentations [Group& Individual]	20
5	End Term [Individual]	40
<i>Total</i>		100

Lesson Plan

Session	Topic	Hours	Resources
	Introduction		
1	Introduction to the topic of management and levels of management and broad array of duties (RB)	1.5	consolidated readings (book chapters, handouts to be provided)
	Management Functions		
2 & 3	Planning – the short term and long term and its alignment with vision mission and goals (RB) Decision making – finding root cause analysis and exploring alternatives and choosing the best fit (RB)	3	consolidated readings (book chapters, handouts to be provided)
4&5	Conflict handling – positions to take as managers and how to manage conflict – Thomas Kilmann method (RB) Leadership – the critical function of management leading teams as well as oneself – focus energy concept (SM)	4	
6& 7	Organizing resources – manpower money logistics, staffing function, 7S, organization structures (RB) Controlling – Performance Appraisal, feedback, control mechanisms (SM)	3	
	Learning from experience Management failures: learning from case studies (RB)		
8& 9	Management of firms across the globe: cultural dimensions (RB)	1	consolidated readings (book chapters, handouts to be provided)
10	Presentations (RB+SM)	2.5	

