

Management (Foundation Course)

| Sl. No. | Syllabus Theme - Topic | | Session Objective | Methodology Adopted | Key Learning Points & Key Experiences |
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| 1. | Management and Organisation | 2 | | | |
| (i) | What is Management? Management Process, Scope, etc. | Self read-ing | To understand the scope, processes and functions of management and their application in administration | Reading Material | Functions of Management Management and Administration Nature of a managerial job Universality of Management |
| (ii) | Quality in Government | 2 | To familiarize trainees with the concept of quality and tools & techniques for application in Government | Lecture, Exercises | Total Quality Management - Theory of 5S, Benchmarking, PDCA, Process Management, Six Sigma New Public Management |
| 2. | Behavioural Science | 22 | | | |
| (i) | Module on Self-Awareness Psychology of Interpersonal Behaviour Personality & Behaviour | 4 | To understand the meaning of personality and its development To be aware of one's own personality | Exercises, Games | Self-awareness: insights and barriers Interpersonal competence: Skills and styles Developing self-leadership Firo-B, MBTI |
| (ii) | Module on Team Building Coordination and Cooperation Problem solving Handling information Decision making Consensus building | 6 | To understand group processes To understand behaviour pattern in group working To understand how groups can be made effective and achieve synergy | Exercises, Broken Squares, Zin Obelisk, Lost at Sea, Film | Concept of Johari Window Factors and Behaviours which lead to effective functioning of groups and teams. |

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| (iii) | Module on Organisational Leadership | 6 | | | |
| | (a) Motivation, Management Policies and Practices. | 2 | To understand the meaning of motivation and the theories of motivation To relate the concepts and theories of motivation to the work place | Lecture, Case Studies and Exercises | Concept of Motivation Evolution of motivation thought - Scientific Management, Behavioural School, Theory X & Y Motives; Content theories of motivation - Maslow, Herzberg Process theories of motivation - Vroom, Porter and Lawler |
| | (b) Developing Sensitivity through Transactional Analysis. | 2 | To understand the various ego-states and different types of transactions To be able to know the application of TA in administration To know one's own TA profile | Lecture, Case Study | Development of Ego States Analysing Transactions TA in communication Life positions Application of TA in Administration |
| | (c) Leadership - Role, Functions and Styles. | 2 | To understand the background, classic studies and theories of Leadership To assess one's leadership style To relate the concepts and theory to the work place. | Case study and exercises | Leadership Power Theories/ Approaches to Leadership - Trait, Behavioural, Situational, Contemporary: Blake and Mouton Managerial Grid Hersey and Blanchard Situational Theory Leadership Profiling Emotional Intelligence |
| (iv) | Module on Communication Interpersonal Communication - Barriers and Gateways to communication <i>Public Speaking (1) Public Administration</i> <i>Report Writing (1) Public Administration</i> | 2 | To understand the fundamentals of the communication process To understand the dynamics of interpersonal and organisational communication | Lecture, Exercise and Case Study | Process of Communication Non-verbal Communication Active Listening Interpersonal Communication Effective Communication |

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| (v) | Module on Principle Centered, Negotiation and Conflict Resolution Negotiation Theory Management of Conflict | 4 | To understand the theory of negotiation To understand the process of inter-group and inter-personal conflict and the strategies for conflict resolution | Exercise, Case Study, Role Play, Game | The meaning of conflict and Strategies for managing conflict Interpersonal Communication - Role in negotiations and conflict resolution Theory of Negotiation |
| 3. | Module on Quantitative techniques in Management | 6 | | | |
| (i) | Data Analysis Sampling and Sampling Distribution Co-relation and regression | 2 2 2 | To understand the grouping of data and its analysis and various measures for interpreting data To understand the various types of sampling distributions To understand the relationship between different variables Familiarisation use of inter statistical software package | Lecture, exercises on computers | Arranging raw data Frequency distribution Mean, Median and Mode Standard deviation and coefficient of variation Sampling and sampling distribution, estimation Sample size and sample error Co-relation and regression |
| 4. | Module on Project Management | 6 | | | |
| (i) | Capital Budgeting, Discounted Cash Flow Time Value of Money, Cost Benefit Analysis | 2 | To understand and apply the concepts of capital budgeting and financial appraisal of projects | Lecture and Case Study, Exercises on computers | Discounted Cash Flow Time Value of Money Cost Concepts: Opportunity Costs Sunk Costs, Depreciation Costs etc. Capital Budgeting process Basic principles of capital budgeting NPV IRR Payback Period Benefit Cost Ratio |
| (ii) | Project Formulation & Management | 2 | To understand the various issues involved in Project Management | Lecture & Exercise | Project Formulation and Management Log frame analysis Manpower and Resource Management Project Structure and Organisation Procurement and contracts |

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| (iii) | PERT/CPM <i>Exercise on MS Projects (2) ICT</i> | 2 | To formulate network relationships for projects and plan and schedule projects | Lecture and Exercise, Use of Computer Software, MS projects | PERT and CPM Planning and scheduling networks Finding the critical path Resource allocation and scheduling |
| 5. | Module on Financial Management | 7 | | | |
| (i) | Understanding Financial Statements | 5 | To understand the primary financial statements namely - balance sheet, profit and loss account and cash flow statement and financial concepts | Case Study and exercises | Basic Accounting Mechanics Understanding Primary Financial Statements - Profit and Loss Accounts, Balance Sheet and Cash Flow Statements Assets and Liabilities Accounting Concepts Exercise on Balance Sheet Profitability and Liquidity Ratios Ratio Analysis |
| (ii) | Cost Concepts | 2 | To understand and apply cost concepts & Break even analysis for decision making | Lecture, Case Study | Cost concepts and cost classifications Cost Behaviour Break even analysis |
| | Total: | 43 | | | |