SYLLABUS

Field: Economic Sciences, commerce and management **Branch**: Economics Sciences
Specialty: Second year Second cycle –Economics of organizations

Semester : 03 **Academic year** : 2025-2026

Identification of the teaching subject

Titled: principles of management
Teaching unit: Fundamental
Number of Credits: 05 **Coefficient** : 04

- **Total weekly hourly volume: 01h30**
- Course (number of hours per week): 01h30
- DW (number of hours per week): /

Head of teaching subject

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Description of the teaching subject

Prerequisites: Economics and Organizational Analysis

Learning objectives:

- Understand Fundamental Management Concepts: Define management, recognize its importance, and identify key functions (planning, organizing, leading, and controlling).
- Apply Management Theories and Principles: Analyze contributions of theorists like Fayol, Taylor, and Weber, and relate their principles to real-world business scenarios.
- Develop Strategic and Operational Planning Skills: Differentiate between strategic, tactical, operational, and contingency planning and create effective business plans.
- Enhance Organizational Structure and Efficiency: Understand organizational structures, apply principles of division of work, authority, and responsibility to improve efficiency.
- Improve Leadership and Decision-Making Abilities: Identify leadership styles, enhance problem-solving, critical thinking, and decision-making skills.

Course content:

COURSE II : PUBLIC MANAGEMENT Vs PRIVATE MANAGEMENT

Public management refers to the administration and operation of government agencies, while private management pertains to the management of businesses owned by individuals or entities other than the government.

Unit 01 : Definition and role of Public management :

I.1. Definition: Public management applies to the governance of public organizations (the state, administrations, public enterprises, local governments). Public management emerged in the 1990s, when most Western countries embarked on reforming their public actions (addressing budget deficits, streamlining public spending, etc.).

Public management refers to the administration, organization, and execution of policies and programs within governmental and public sector institutions. It focuses on delivering public services efficiently, ensuring accountability, and addressing societal needs through governance frameworks (Osborne & Gaebler, 1992) (Osborne & Gaebler, 1992). Unlike private management, which prioritizes profit maximization, public management emphasizes public welfare, equity, and regulatory compliance (Hood , 1991)

I.2- Role of Public Management:

- **Policy Implementation and Governance:** Public management ensures that government policies and programs are effectively executed to serve citizens' needs (Peters & Pierre, 2016) . It plays a crucial role in shaping economic, social, and legal frameworks.
- **Efficient Resource Allocation:** Public sector managers oversee budget planning and resource distribution to maximize service delivery and minimize waste. (Moynihan & Pandey, 2010)
- **Accountability and Transparency:** Public management promotes ethical governance, regulatory compliance, and transparency in decision-making, strengthening public trust. (Hood , 1991)

- **Public Service Delivery:** Public managers coordinate healthcare, education, infrastructure, and social welfare programs to enhance quality of life and economic development (Denhardt & Denhardt, 2000)
- **Promoting Social Equity and Inclusion:** Public management ensures equal access to opportunities and services, addressing social disparities and promoting fairness in governance (Frederickson , 1990)

This management approach introduced a culture of objective-setting, which involves measuring the effectiveness of actions and user satisfaction, along with more regular oversight rather than retrospective evaluation. In principle, the context, expectations, and goals of public organizations differ and require adapting private management methods to the public sector. However, a blending of public and private management methods has been observed (such as performance-based pay rather than seniority-based pay, resource allocation, etc.).

Unit 02 : Definition and role of Private management :

II.1- Definition: Private management primarily applies to private companies, which engage in the production of goods and services in a competitive environment. It is based on private initiative, entrepreneurship, and the pursuit of profit, which compensates for the inherent risk of entrepreneurship.

Private management refers to the administration and coordination of business activities within privately owned enterprises. It involves strategic planning, resource allocation, decision-making, and performance monitoring to achieve organizational goals (Drucker , 1999) . Unlike public management, which operates within government institutions, private management focuses on maximizing efficiency, profitability, and competitiveness in the private sector (Koontz & Weihrich, 2019)

II.2- Role of Private Management:

Its role is to optimize and maximize resources through setting objectives and adapting to its environment, while integrating its stakeholders. It includes a technical dimension (mainly related to cost accounting and management control methods aimed at optimizing resources) and a human dimension (related to the need to secure motivation and cooperation among the organization's members).

- **Strategic Decision-Making:** Private management is responsible for setting long-term business strategies, ensuring sustainable growth and competitive advantage (Porter, Competitive Advantage: Creating and Sustaining Superior Performance. , 1985). It involves analyzing market trends, identifying opportunities, and mitigating risks.
- **Resource Optimization:** Effective private management ensures the efficient allocation of financial, human, and technological resources to enhance productivity and profitability (Brigham & Ehrhardt, 2017)
- **Innovation and Competitiveness:** Private sector management fosters innovation by investing in research and development (Schumpeter, 1942). This leads to the creation of new products, services, and business models that enhance market positioning.
- **Customer Satisfaction and Market Responsiveness:** Private management focuses on meeting consumer needs through quality products and services, improving brand loyalty, and adapting to changing market demands . (Kotler & Keller, 2016)
- **Employee Development and Motivation:** Private management ensures a motivated workforce by implementing leadership strategies, training programs, and performance-based incentives . (Herzberg, 1966) A well-managed organization fosters employee engagement and retention.
- **Financial Growth and Profit Maximization:** One of the primary roles of private management is to ensure financial stability and long-term profitability through effective budgeting, investment, and revenue generation strategies (Brigham & Ehrhardt, 2017).
- **Risk Management and Sustainability:** Private businesses must manage financial, operational, and market risks. Private management implements strategies to minimize uncertainties and ensure sustainable business practices. (Hubbard, 2020)

Unit 03 : Distinction between Public Management and Private Management

Public and private management operate under different principles, objectives, and constraints. While both aim to ensure efficiency and effectiveness, they differ in terms of purpose, stakeholders, funding, decision-making processes, and operational structures. Below is a detailed comparison :

III. 1- Definition and Purpose

- **Public Management** refers to the administration and implementation of government policies and programs, focusing on public service delivery, equity, and social welfare (Osborne & Gaebler, 1992). It aims to serve the collective interests of citizens and ensure efficient governance.
- **Private Management** involves overseeing business operations within privately-owned organizations, prioritizing efficiency, profit maximization, and market competitiveness (Drucker, 1974) .It focuses on achieving business growth, customer satisfaction, and financial sustainability.

III.2- Objectives and Performance Metrics

- **Public Sector:** The primary goal is to provide public goods and services that contribute to social well-being, ensuring fairness, accessibility, and efficiency. Performance is evaluated based on policy effectiveness, service quality, and public satisfaction. (Hood , 1991) For instance, a public transportation system is assessed based on affordability, accessibility, and reliability rather than revenue generation.
- **Private Sector:** The focus is on financial performance, profitability, and market expansion . (Porter, 1985) Success is measured through revenue growth, return on investment (ROI), and customer retention. A private company in the retail sector, for example, evaluates performance based on sales figures, profit margins, and customer feedback.

III.3- Decision-Making

- **Public Management:** Operates under legal and political frameworks, requiring bureaucratic oversight and public accountability . (Peters & Pierre, 2016) Decision-making is influenced by government regulations, political considerations, and stakeholder interests. For example, the implementation of healthcare policies requires coordination with government agencies, legislative bodies, and citizen groups.
- **Private Management:** Decisions are made by executives and shareholders, emphasizing strategic planning and market adaptability (Mintzberg, Managing, 2018). Corporate governance structures allow for flexible and rapid decision-making. A technology company,

for instance, can swiftly adjust its product offerings based on market demand without political constraints.

III. 4- Funding and Resource Allocation

- **Public Sector:** Funded through taxes, grants, and government budgets, often facing financial constraints and bureaucratic limitations (Moynihan & Pandey, 2010) .Budget allocations must adhere to government priorities, which may limit spending flexibility. Public universities, for example, rely on state funding and grants, making financial planning subject to political decision-making.
- **Private Sector:** Operates through private investments, sales, and capital markets, allowing for greater financial autonomy and resource allocation flexibility (Brigham & Ehrhardt, 2017).A multinational corporation can raise capital through stock offerings or venture capital to expand operations globally.

III. 5- Accountability and Transparency

- **Public Management:** High accountability to citizens, legislative bodies, and regulatory agencies. (Hood , 1991) Transparency is essential to maintain public trust and prevent corruption. Government agencies must disclose budgets, policies, and performance reports to the public.
- **Private Management:** Primarily accountable to shareholders and investors, with legal obligations to regulatory authorities but more discretion in internal governance (Frederickson , 1990) .A corporation's annual financial statements must comply with financial regulations, but internal decisions, such as pricing strategies, remain confidential.

III.6- Innovation and Risk Management

- **Public Sector:** More risk-averse due to public scrutiny and regulatory constraints, often slower in adopting innovation . (Denhardt & Denhardt, 2000) Governments must ensure new initiatives do not jeopardize public welfare. For example, the adoption of digital government services requires extensive security measures and legal compliance.

- **Private Sector:** Encourages innovation, competition, and risk-taking to gain a competitive advantage . (Schumpeter, 1942) Startups in the tech industry, for instance, rapidly develop and test new products, embracing calculated risks to disrupt markets.

III. 7- Employee Motivation and Management Style

- **Public Management:** Employee motivation is often driven by job security, public service commitment, and long-term career stability. Performance-based incentives are limited due to budget constraints and standardized pay scales. Civil servants, for example, are motivated by career progression rather than financial bonuses.
- **Private Management:** Employees are motivated by performance-based incentives, career growth opportunities, and competitive salaries. Companies use stock-options, bonuses, and merit-based promotions to enhance productivity. A sales executive in a private firm, for instance, may receive bonuses based on quarterly targets.

III.8- Stakeholders

- **Public Management:** Serves citizens, taxpayers, and interest groups, ensuring public service accessibility and equity. It is held accountable by government bodies and the general public, making transparency and responsiveness critical.
- **Private Management:** Focuses on owners, shareholders, customers, employees, and suppliers. Success depends on customer satisfaction, investor expectations, and competitive positioning. Stakeholder relationships in the private sector are often driven by profitability and market share growth.

While both public and private management share core managerial functions, they differ significantly in objectives, governance structures, decision-making processes, and performance measurement. Public management emphasizes societal impact, accountability, and regulatory compliance, whereas private management prioritizes efficiency, profitability, and competitiveness. Understanding these distinctions is essential for effective policy-making, economic development, and strategic management.

Table : Public Management Vs Private Management

	PUBLIC MANAGEMENT	PRIVATE MANAGEMENT
Purpose and Mission	Serve the public interest, addressing societal needs and priorities.	Generate profits for owners or shareholders.
	Deliver public services, regulate industries, and promote the well-being of the community.	Maximize shareholder value, offer products or services to meet market demands.
Stakeholders	Citizens, taxpayers, interest groups, and the public at large.	Owners, shareholders, customers, employees, and suppliers.
Funding and Resources	Derived from taxes, grants, and government appropriations.	Derived from revenues generated through business operations.
	Governed by budgetary constraints and political decisions..	Dependent on market performance and profitability.
Decision-Making	Often involves bureaucratic procedures, public hearings, and adherence to legal and regulatory frameworks.	Usually faster and more streamlined, driven by market dynamics and internal business strategies.

Source : Designed by us

Understanding the distinctions between public and private management is crucial for individuals pursuing careers in both sectors and for citizens seeking to comprehend how government and private enterprises operate.

Public and private management serve distinct functions but also share some similarities, such as the need for strategic planning, leadership, and efficiency. While public management emphasizes service delivery and societal well-being, private management prioritizes financial growth and competitive advantage. Both sectors require adaptability and effective resource management to achieve their respective goals.

Assessment Methods

The nature of the assessment:	Percentage weightings:
Exam	100%
Mini-tests	/
Tutorials	/
Practical Assignments	/
Personal Project	/
Group Work	/
Field Visits	/
Attendance	/
Other	/
Total	**100%**

References & Bibliography

Textbook (Main Reference) :		
Title of the Book	**Author**	**Publisher and Year of Publication**
The principles of scientific management.	Taylor, F.	1911/Harper & Brothers.
Administration industrielle et générale.	Fayol Henry	1916/Dunod.
Le Management théorie et pratique .	Guedjghoudj, E	2012/ Office des publications universitaires.
Management.	Griffin, R	2020/ Cengage Learning.
Operations management: Sustainability and supply chain management	Heizer, J., Render, B., & Munson, C.	2023/ Pearson.

Course Schedule

Week	Course Title	Date
Week 1	**Course 01** : Introduction to management	
Week 2	**Course 02** : Public management Vs Private management	
Week 3	**Course 03** : Classical approches of management	
Week 4	**Course 04** :Human ressources approches of management	
Week 5	**Course 05** : Modern approches of management	
Week 6	**Course 06** :Manager	
Week 7	**Course 07** : Leader	
Week 8	**Course 08** : Principles of management I : Division of labor, Authority and Discipline	
Week 9	**Course 09** : Principles of management II : Unity of command ,Unity of direction and collective interest over individual interest	
Week 10	**Course 10** : Principles of management III : Remuneration , centralization ,scalar chain and order	
Week 11	**Course 11** : Principles of management VI : Equity, stabilitu of personnel, initiative and Team spirit	
Week 12	**Course 12** : Operational Management	
Week 13	**Course 13** : Strategic Management	
Week 14	**Final Exam**	
Week 15	**Resit Exam**	