

SEMESTER I

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Subject Code	: 16MBA11	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
- To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process
- To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self
- To make students aware of Individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.

- Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.

Part A - Principles of Management

Unit 1: (8 Hours)

Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.

Unit 2: (12 Hours)

Planning and Organizing:

Planning: Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.

Organizing: Organization structure, Formal and informal organizations, Principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment. Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations.

Unit 3: (5 Hours)

Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

RECOMMENDED BOOKS

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel Books
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010

- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.
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REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.

Part B - Organizational Behaviour

Unit 4: (6 hours)

Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.

Unit 5: (15 Hours)

Foundations of Individual Behaviour: Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

Attitude: Formation, components of attitudes, relation between attitude and behaviour.

Perception: Process of perception, factors influencing perception, link between perception and individual decision-making.

Unit 6: (10 Hours)

Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.

Note: Related case studies to be discussed.

Practical Components:

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.

RECOMMENDED BOOKS:

- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House,
- Organization Behaviour – Ashwathappa, Himalaya Publication House
- ORGB - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012.
- Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.
- Organizational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.
- Organizational Behaviour – Rao V. S. P, Excel BOOKS, 2009.

REFERENCE BOOKS:

- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education