



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

COURSE CONTENT

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBE01	Core	L	T	P	C	CIA	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Basic concepts of management								
SDGs Mapped: SDG 8 (Decent Work & Economic Growth), SDG 5 (Gender Equality)								

I. COURSE OVERVIEW:

The course focuses on the organization study of management principles and practices with the study of human behaviour within organizations and focus will be upon translation of management and organizational behaviour theory to practices that result in organizational effectiveness, efficiency, and human resource development. This course will provide a good foundation to study how to create effective workgroups to be successful in life.

II. COURSES OBJECTIVES:

The students will try to learn:

- I. The critical management theories, principles and philosophies and how to apply them in business landscape.
- II. The better utilization of human resources for different positions in the organization and also to monitor the resources.
- III. The leadership traits and theorist anticipates the consequences of each leadership style.
- IV. The individual and group behavior, and understand the implications of organizational behavior on the process of management.
- V. The group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Demonstrate the basic concepts and levels of management to make better organizational decisions.
- CO2 Make use of plans and the planning process that helps organization to gain competitive advantage.
- CO3 Use the knowledge of processes used in developing the various organizational designs.
- CO4 Summarize the authority and power to influence people to get the work done through proper Communication channel.
- CO5 Illustrate the behaviour of individuals and groups in organizations that resolve conflicts in organization.
- CO6 Apply various types of motivational theories that help to achieve organizational goals.

IV. COURSE CONTENT:

MODULE - I: INTRODUCTION TO MANAGEMENT (08)

Management- Definition, Nature, Purpose, Evolution of Management Thought-Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Behavioral Approach, Systems Theory. Managerial Roles, Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.

MODULE - II: PLANNING AND DECISION MAKING (10)

Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-making Model.

MODULE - III: ORGANIZING AND CONTROLLING (09)

Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure, Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges.

Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.

MODULE - IV: ORGANIZATION BEHAVIOUR (10)

Organization Behavior – Nature, Levels, Challenges, Individuals in Organizations - Personality and Ability. Big Five Model of Personality, Personality Traits, Ability - Cognitive Ability, Physical Ability, Emotional Intelligence, Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.

MODULE - V: LEADERSHIP AND MOTIVATION (08)

Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.

V. TEXTBOOKS:

1. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021.
2. Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
3. John R Schermerhorn; Paul Davidson; Peter Woods; Aharon Factor, "Management", Milton, QLD: John Wiley and Sons Australia, Ltd, 7th edition, 2020.
4. Gerald A Cole and Phil Kelly, "Management Theory and Practice", Cengage Learning EMEA, 9th edition, 2020.

VI. REFERENCE BOOKS:

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16th edition, 2017.
2. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9th edition, 2012.
3. Dr. Vandana Jain, "Management Theory and Practice", IBH, 7th edition, 2012.
4. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8th edition, 2011.
5. Rajeesh Viswanathan, "Principles of Management Concepts and Cases", Himalaya Publishing House (HPH), 10th edition, 2010.

VII. WEB REFERENCES:

1. https://play.google.com/store/books/details/Knowledge_Flow_Principles_of_Management?id=PUTIDAAAQBAJ
2. https://play.google.com/store/books/details/M_GOVINDARAJAN_Principles_of_Management?id=novpISVa5agC

3. https://play.google.com/store/books/details/J_S_Chandan_Principles_of_Management_WBUT_2nd_Edit?id=ZmZDDAAAQBAJ

VIII. E-TEXT BOOKS:

1. <https://www.amazon.in/Management-Theory-Practice-G-Cole/dp/1844800881>
2. <https://www.worldcat.org/title/autopoiesis-in-organization-theory-and-practice/oclc/794708761?referer=di&ht=edition>
3. https://www.worldcat.org/title/work-postmodernism-and-organization-a-critical-introduction/oclc/1058003392&referer=brief_results
4. https://www.researchgate.net/publication/349006226_MANAGEMENT_THEORY_AND_PRACTICE
5. <https://www.worldcat.org/title/management-theory-and-practice-text-cases/oclc/896139825?referer=di&ht=edition>