INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**MANAGEMENT AND ORGANIZATION BEHAVIOR**				
Course Code	**CMBB01**				
Programme	**MBA**				
Semester	**I**				
Course Type	**CORE**				
Regulation	**IARE-R18**				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	-	4	-	-
Chief Coordinator	Dr. T. Srinivas Rao, Professor, MBA Department.				
Course Faculty	Dr. T. Srinivas Rao, Professor, MBA Department.				

I.   COURSE OVERVIEW:

The course focuses on the objectives, importance of management, management concepts, organization study of management principles and practices with the study of human behavior within organizations. The focus will be upon translation of management and organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organization. This course will provide a good foundation for students intending to study in any major, as the main objective of this course is to provide students with the essential content and experiences they need to become a motivating student, successful manager and an effective employee in any type of work they do in the future. By taking the course students will understand themselves and other people at work and will be able to learn how to create effective work groups to be successful in life.

II.   COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBOO6	II	Human Resource Management

III.   MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management and Organization Behavior	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✔	Chalk & Talk	✘	Quiz	✔	Assignments	✘	MOOCs
✔	LCD / PPT	✔	Seminars	✘	Mini Project	✘	Videos
✘	Open Ended Experiments						

V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

Semester End Examination (SEE): The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with "either" or "choice" will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

Continuous Internal Assessment (CIA):
CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

Alternative Assessment Tool (AAT):
Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes(POs)		Level	Proficiency assessed by
PO1	**Managerial skills:** Apply knowledge of management theories and practices to solve business problems	3	Assignments
PO3	**Ethics:** Ability to develop Value based Leadership ability.	2	Assignments
PO5	**Leadership skills**: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Seminar
PO6	**Entrepreneurial and Innovation skills**: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	3	Guest Lectures
PO7	**Strategic skills**: Ability to conduct strategic analysis using theoretical and practical applications.	3	Guest Lectures

3 = High; 2 = Medium; 1 = Low

VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Understand the behavior of employees as it is often seen sometimes managers get frustrated regarding the behavior of an employee but they fail to understand the reason behind it.
II	Gain the power to predict the behavior of employees and take preventive measures whether he is productive and sincere towards his task and to detect which employee can cause problems by giving lame excuses or by absenting himself from office.
III	Apply different concepts relating to managing of conflicts, change, time and stress.
IV	Provide basic knowledge of key approaches and Models relating to Organizational Behavior

VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB001.01	CO 1	Identify and understand the objectives, importance and the development of the various theories of management.	PO 1	3
CMB001.02	CO 2	Familiarize with history of the management and enhance with the latest theories.	PO 1	3
CMB001.03	CO 3	Analyze the various problems and Evaluate various methods in decision making to arrive at alternative solutions.	PO 3	2
CMB001.04	CO 4	Discuss about plans and the planning process to analyze and compare different plans and make effective planning.	PO 3	2
CMB001.05	CO 5	Gain the knowledge of processes used in developing the various organizational designs.	PO 5	2
CMB001.06	CO 6	Understand the group dynamics and demonstrate skills required for working in group's relation between authority power and influence.	PO 5	2
CMB001.07	CO 7	Demonstrate the authority and use power to influence people to get the work done through proper communication and control.	PO 6	3
CMB001.08	CO 8	Explain importance of organizational behavior personality theories, perception and individuals.	PO 1	3

CMB001.09	CO 9	Illustrate the behavior of individuals and groups in organizations in terms of Organizational behavior theories, models and concepts.	PO1	3
CMB001.10	CO 10	Elucidate various group decision making process and types.	PO5	2
CMB001.11	CO 11	Enhance the various leadership styles and the role of leaders in a decision making Process and Analyze management organization and administration.	PO5	2
CMB001.12	CO 12	Apply various types of theories (Maslow's needs theory, two factor theory of motivation, valance theory and other relevant theory of motivation.	PO7	3

3 = High;   **2 = Medium;**   **1 = Low**

IX.   MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3							
CO 3			3					
CO 4			3					
CO 5					2			
CO 6					2			
CO 7						3		
CO 8	3							
CO 9	3							
CO 10					2			
C11					2			
C12							3	

3 = High;   **2 = Medium;**   **1 = Low**

X.   ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO 2, PO 5, PO 6, PO 7	SEE Exams	PO1,PO 2, PO 5, PO 6, PO 7	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XI. ASSESSMENT METHODOLOGIES - INDIRECT

✔	Early Semester Feedback	✔	End Semester OBE Feedback
✘	Assessment of Mini Projects by Experts		

XII. SYLLABUS

Unit-I	HISTORY OF MANAGEMENT
The Management Process, Management Functions, kinds of managers, Managerial roles and skills. Evolution of Management Theories of Management Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.	
Unit-II	**PLANNING, DECISION MAKING 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.	
Unit-III	**ORGANIZING AND CONTROLLING**
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	
Unit-IV	**INDIVIDUAL AND GROUP BEHAVIOR**
Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness	
Unit-V	**LEADERSHIP, MOTIVATION AND ORGANIZATIONAL STRUCTURE**
Leadership theories, power and politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, existence relatedness and growth (ERG)theory, McClelland's needs theory, valance theory and other relevant theories of motivation.	

Text Books:

1. Robert N Lussier, "Management Fundamentals-Concepts, Applications, Skill Development, Cengage Leaning", First Edition, Pearson, 2012.
2. Dilip Kumar Battacharya," Principles of Management", Pearson, 2012
3. Harold Koontz, Heinz Weihrich, A.R.Aryasri, "Principles of Management", TMH, 2010

Reference Books:

1. V.S.P.Rao, "Management Text and Cases", Excel, Second Edition, 2012.
2. K.Anbuvelan, "Principles of Management", University Science Press, First Edition, 2013
3. Andrew DuBrin, "Management Essentials", Cengage Learning, "9E, International Edition", 2012

XIII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Introduction to Management, management process	CO 1	T1:22.5
3-4	Functions andTheories of Management –Classical theories	CO 1	T1:22.5 R1:2.4

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
4-6	Scientific theories	CO 2	T1:22.6 R1:2.6
6-9	Behavioral management theories	CO 2	T1:22.7 R1:4.4
10	Contingency theory	CO 2	T1:22.7 R1:4.10
11-13	Introduction to planning, vision, mission and goals	CO 3	T1:22.8 R1:4.15
14	Decision making process	CO 3	T1:22.9 R1:5.4
15-17	Generative creative and innovative alternatives	CO 4	T1:22.9 R1:5.8
18	Implementation and control plan	CO 4	T1:23.10 R1:6.8
19	Types of plans	CO 4	T1:23.10 R1:6.13
20	Steps involved in controlling process	CO 5	T1:23.9 R1:7.5
21	Introduction to organizing	CO 5	T1:23.10 R1:7.5
22-24	Principles of organizational design	CO 6	T1:23.10 R1:8.1
24-26	Authority and power and responsibility	CO 6	T1:23.1 R1:9.2
27-29	Organizational functional and control systems ,	CO 7	T1:23.1 R1:9.4
30	Types of controls	CO 7	T1:23.1 R1:9.9
31	Introduction to group concept	CO 8	T1:23.1 R1:9.9
32	Importance of organizational behavior	CO 8	T1:23.1 R1:9.9
33-34	Personality theories	CO 9	T1:23.1
35	Perception, perception and individual decision making,	CO 9	T1:23.1
36	Formation of group behavior	CO 9	T1:23.1
37-39	Classification of groups, group properties	CO 9	T1:23.1
40	Group cohesiveness, group decision making process and types..	CO 10	T1:23.1
41	Introduction to leadership	CO 10	T1:23.1
42-44	Leadership theories,	CO10	T1:23.1
44-46	Power and Politics	C011	T1:23.1
47	Maslow's needs theory, , two factor theory of motivation	CO11	T1:23.1
48-50	McGregor's theory, existence relatedness and growth (ERG) theory	C011	T1:23.1
51	McClelland's needs theory	CO12	T1:23.1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
52	Valance theory	C012	T1:23.1
53	Other relevant theories of motivation.	C012	T1:23.1

XIV.   GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	To improve standards and analyze the concepts.	Seminars	PO 1
2	Conditional probability, Sampling distribution, correlation, regression analysis and testing of hypothesis	Seminars	PO 5
3	Encourage students to solve real time applications and prepare towards competitive examinations.	Assignments	PO 2

Prepared by:
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