

## MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC01	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: 15	Practical Classes: Nil			Total Classes: 60			

**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 work group to be successful in life.

**II. COURSE OBJECTIVES:**  
**The students will try to learn:**

- I. The critical management theories, principles and philosophies and how to apply them in business landscape.
- II. 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. Individual and group behavior, and understand the implications of organizational behavior on the process of management.
- V. Group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

**III. COURSE OUTCOMES:**  
**After successful completion of the course, students will be able to:**

CO1:	Demonstrate the basic concepts and theories of management to make better organizational decisions.
CO 2:	Familiarize with history and levels of the management to enhance with the latest theories.
CO 3:	Analyze the various problems and evaluate various methods in decision making to arrive at alternative solutions.
CO 4:	Discuss about plans and the planning process to analyze and compare different plans and make effective planning.
CO 5:	Gain the knowledge of processes used in developing the various organizational designs.
CO 6:	Understand the group dynamics and demonstrate skills required for working in group's relation between authority power and influence.
CO 7:	Demonstrate the authority and use power to influence people to get the work done through proper communication and control.
CO 8:	Summarize the importance of organizational behavior personality theories, perception and individuals.
CO 9:	Illustrate the behavior of individuals and groups in organizations in terms of organizational behavior theories, models and leadership styles.
CO 10:	Apply various types of motivational theories to enhance the participative managerial skills.

**IV. SYLLABUS:**

UNIT-I	INTRODUCTION TO MANAGEMENT	Classes: 08
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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.		
<b>UNIT-II</b>	<b>PLANNING - ORGANIZING</b>	<b>Classes: 10</b>
Planning – Nature, Purpose, Process, Types of Plans, Management by Objectives (MBO). Decision Making – Types of Decisions, Decision Making Process, Decision Making under Certainty, Uncertainty and Risk. Organizing – Formal and Informal Organization, Process, Types of Organization structures, Line, Staff and Virtual concepts, Span of Management – Factors, Delegation of Authority, Decentralization.		
<b>UNIT-III</b>	<b>LEADING AND CONTROLLING</b>	<b>Classes: 09</b>
Leadership - Leadership Behavior and Styles. Motivation- Early and Contemporary Theories of Motivation. Communication - Purpose, Process, Barriers in Communication, Overcoming barriers to communication. Controlling- Basic Control Process, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Requirements for effective controls.		
<b>UNIT-IV</b>	<b>ORGANIZATION BEHAVIOUR</b>	<b>Classes: 10</b>
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.		
<b>UNIT-V</b>	<b>CONFLICT AND NEGOTIATIONS</b>	<b>Classes: 08</b>
Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics - The use of Power. Organizational Conflict - Sources, Pondy's Model of Organizational Conflict, Negotiation: Resolving Conflict - Individual level conflict, Group level conflict and promoting Compromise.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. John R Schermerhorn; Paul Davidson; Peter Woods; Aharon Factor, "Management", Milton, QLD: John Wiley and Sons Australia, Ltd, 7<sup>th</sup> Edition, 2020.</li> <li>2. Gerald A Cole and Phil Kelly, "Management Theory and Practice", Cengage Learning EMEA, 9<sup>th</sup> Edition, 2020.</li> <li>3. Chandan J S, "Management Theory and Practice", Vikas Publishing House Pvt. Ltd, 1<sup>st</sup> Edition, 2018.</li> <li>4. Dr C B Guptha, "Management – Theory and Practice", Sultan Chand &amp; Sons, 16<sup>th</sup> Edition, 2017.</li> <li>5. Harold Koontz &amp; Heinz Weihrich_ Essentials of Management _McGraw Hill Publication, 10<sup>th</sup> Edition, New Delhi, 2015.</li> <li>6. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, _Organizational Behavior _Sage Publications, 10<sup>th</sup> Edition, 2015.</li> <li>7. P Subbarao, "Management Theory &amp; Practice: Text &amp; Cases", Himalaya Publishing House, 1<sup>st</sup> Edition, 2014.</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16<sup>th</sup> Edition, 2017.</li> <li>2. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9<sup>th</sup> Edition, 2012.</li> <li>3. Dr. Vandana Jain, "Management Theory and Practice", IBH, 7<sup>th</sup> Edition, 2012.</li> <li>4. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8<sup>th</sup> Edition, 2011.</li> <li>5. Rajeesh Viswanathan, "Principles of Management Concepts and Cases", Himalaya Publishing House (HPH), 10<sup>th</sup> Edition, 2010.</li> </ol>		
<b>Web References:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://play.google.com/store/books/details/Knowledge_Flow_Principles_of_Management?id=PUTIDAAQBAJ">https://play.google.com/store/books/details/Knowledge_Flow_Principles_of_Management?id=PUTIDAAQBAJ</a></li> <li>2. <a href="https://play.google.com/store/books/details/M_GOVINDARAJAN_Principles_of_Management?id=novpISVa5agC">https://play.google.com/store/books/details/M_GOVINDARAJAN_Principles_of_Management?id=novpISVa5agC</a></li> </ol>		

3. [https://play.google.com/store/books/details/J\\_S\\_Chandan\\_Principles\\_of\\_Management\\_WBUT\\_2nd\\_Edit?id=ZmZDDAAQBAJ](https://play.google.com/store/books/details/J_S_Chandan_Principles_of_Management_WBUT_2nd_Edit?id=ZmZDDAAQBAJ)
4. [https://play.google.com/store/books/details/GUPTA\\_MEENAKSHI\\_Principles\\_of\\_MANAGEMENT?id=jHmY2oclfucC](https://play.google.com/store/books/details/GUPTA_MEENAKSHI_Principles_of_MANAGEMENT?id=jHmY2oclfucC)

**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](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](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>