

Fundamentals of Management & Organizational Behavior

Full Marks: 100

Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Course contents:

Unit I

- Management- meaning, levels, management as an art or science, profession
- Universality of management
- Managerial functions and Roles
[2L]
- Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical-Mayo & Hawthorne Experiments.
- Modern era – system & contingency approach. Insights from Indian practices and ethos
- Basic forms of Business Ownership – Sole Proprietorship, Partnership, Joint Stock; Special forms of ownership: Franchising, Licensing, Leasing
[8L]

Unit II

- Overview of Planning: Meaning of planning, Types of Plans & the planning process, planning premises, limitations of planning.
- MBO-meaning and steps in implementing MBO.
- Forecasting- meaning and techniques
- Decision making: meaning, Rational Decision making Process, Types and Techniques. [12L]
- Principles of organizing: meaning, common organizational structures;
- Departmentation- meaning & bases of Departmentation.
- Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.
- Control: meaning, function, Process and types of Control.
[14L]

Unit III

- Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior
- Perception and Attribution: concept, nature, process,
- Personality: Concepts and determinants of Personality
- Learning: Concept and Theories of Learning, reinforcement
- Motivation: Concepts and their application, Need, Content & Process theories
- Contributions of Maslow, McGregor, Herzberg and Vroom
- Contemporary Leadership Issues: Theories on leadership-Trait, OHIO, SLT
[20L]

Unit IV

- Groups and Teams: Definition, Difference between groups and teams
- Stages of Group Development, Group Cohesiveness, Types of teams
- Conflict: concept, sources, Types, Stages of conflict, Management of conflict

[8L]

Unit V

- Organizational Culture: meaning, how employees learn organizational culture
- Organizational Change: concept, resistance to change, managing resistance to change,
- Managing Stress: concept, causes of stress and coping strategies.
- Insights from Indian ethos

[8L]

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation& Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: OrganisationalBehaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: OrganisationalBehaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. – OrganisationalBehaviour; Tata McGraw Hill.
9. Newstrom John W.: OrganisationalBehaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: OrganisationalBehaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation& Management, Sultan Chand & Sons.