

SEMESTER: I

Total Marks: 100

Paper Code: BMHCR2111

FUNDAMENTALS OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course 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.

Learning Outcomes:

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

1. Understand the nature of management and describe the functions of management.
2. Develop understanding of different approaches to designing organizational structures.
3. Understand the role of personality, learning and emotions at work.
4. Discover and understand the concept of motivation, leadership, power and conflict.
5. Understand the foundations of group behaviour and the framework for organizational change and development

Detailed Syllabus:

Unit 1.1: Orientation to Management

- Concept of Management; Levels of Management
- Management as an Art, Science, Profession
- Universality of Management:
- Managerial Functions
- Managerial Roles by Henry Mintzberg

Unit 1.2: Evolution of Management Theory

- Classical Era (Scientific Management: F.W. Taylor, Administrative Management: Henri Fayol)
- Neo-Classical Era (Human Relations Approach: Elton Mayo and the Hawthorne Experiment)
- Modern Era (Systems Approach and 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. **(10L)**

Unit 2.1: Planning, Forecasting & Decision-Making

- Concept of Planning
- Types of Plans and the Planning Process, Planning Premises, limitations of planning.
- Concept of Management by Objectives (MBO); Steps in implementing MBO
- Concept of Forecasting and Techniques of Forecasting.
- Concept of Decision-Making; Types of decisions.
- Rational Decision-Making Process

Unit 2.2: Organizing

- Concept of Organizing
- Organizational Structures: Traditional and Contemporary
- Concept of Departmentation; Bases of Departmentation
- Concept of Delegation and Decentralization
- Factors affecting the extent of Decentralization
- Process and Principles of Delegation

Unit 2.3: Control

- Concept of Control, Functions of Control; Process and Types of Control (26L)

Unit 3.1: Orientation to Organizational Behavior

- Concept of Organizational Behavior (OB)
- Contributing Disciplines of OB; Importance of OB

Unit 3.2: Personality

- Concept of Personality; Determinants of Personality
- Concept of Myers-Briggs Type Indicator (MBTI)

Unit 3.3: Perception

- Concept of Perception; Factors that influence Perception
- Nature of Perception; Process of Perception

Unit 3.4: Learning

- Concept of Learning
- Theories of Learning: Classical Conditioning; Operant Conditioning (Reinforcement); Social Learning
- Reinforcement (20L)

Unit 3.5 :Motivation

- Concept of Motivation
- Need, Content and Process theories of Motivation
- Contributions of Maslow; McGregor; Herzberg, Vroom and Adam

Unit 3.6: Leadership

- Concept of Leadership
- Leadership Theories: Trait; Behavioural (Ohio State Studies); Contingency (SLT)
- Contemporary Leadership Issues: Charismatic, Transformational Leadership.

Unit 4.1 : Groups & Teams

- Concept of Groups and Teams
- Types of Teams
- Difference between Groups and Teams
- Stages of Group Development
- Group Cohesiveness

Unit 4.2 :Conflict

- Concept of Conflict
- Conflict: Sources; Types; Stages of conflict
- Management of Conflict (Conflict resolution techniques) (8L)

Unit 5.1 : Organizational Culture

- Concept of Organizational Culture, How employees learn Organizational Culture

Unit 5.2: Organizational Change & Stress

- Concept of Organizational Change
- Concept of Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.
- Concept of Stress
- Causes of Stress and coping strategies
- Insights from Indian ethos

(8L)

References:

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