

## **MC 102: 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:

- i. Understand the nature of management and describe the functions of management.
- ii. Develop understanding of different approaches to designing organizational structures.
- iii. Understand the role of personality, learning and emotions at work.
- iv. Discover and understand the concept of motivation, leadership, power and conflict.
- v. Understand the foundations of group behaviour and the framework for organizational change and development.

### **Course Contents:**

#### **Unit I**

**(2 Weeks)**

Introduction to management; Evolution of management thought: Scientific, Administrative, Human Relations and Systems approach to management; Management functions and Managerial roles.

#### **References:**

Stephen P. Robbins & Mary Coulter, Management. 13<sup>th</sup> Ed. Pearson[Chapter 1]

Kaul Vijay Kumar, Business Organization & Management - Text and Cases, Pearson[Chapter 23]

#### **Unit II**

**(3 Weeks)**

Planning: Importance and types of plans, planning process, MBO; Decision making: process, types, concept of bounded rationality; Control: process and types; Principles of organizing: common organizational structures, Departmentalization: types of

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departmentalization, Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

### **References:**

Stephen P. Robbins & Mary Coulter, Management. 13<sup>th</sup> Ed. Pearson[Chapter 2,8,10,18]

### **Unit III**

**(3 Weeks)**

Meaning & concept of organizational behaviour; Personality: meaning, factors affecting personality, Big five model of personality; Learning: concept and theories of learning (Classical conditioning, operant conditioning and social learning theory), concept of reinforcement; Perception: concept, factors affecting perception, process of perception, perceptual errors. Motivation: Concept, importance, Content theories (Maslow's need theory, Alderfers' ERG theory, Mc Clellands' theory of needs, Herzberg's two factor theory) & Process theories (Adams equity theory, Vrooms expectancy theory).

### **References:**

Robbins Stephen P and Judge T.A., Vohra, Organisational Behaviour, 16<sup>th</sup> Ed. Pearson.[Chapter 5,6,7]

Kaul Vijay Kumar, Business Organization & Management - Text and Cases, Pearson[Chapter 28]

### **Unit IV**

**(4 Weeks)**

Leadership: Concept, Theories (Trait, Behavioural, Contingency, Charismatic, Transactional and Transformational Leadership; Emotional Intelligence: Concept, Importance, Dimensions. Groups: Definition, Stages of Group Development, Group Cohesiveness; Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window; Conflict: Concept, Sources, Types, Stages of Conflict, Management of Conflict; Organisational Power: Sources of Power and Dysfunctional uses of Power; Organizational Change: Concept, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change; Organizational Development(OD): Meaning and types of OD Interventions.

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### **References:**

Robbins Stephen P and Judge T.A., Vohra, Organisational Behaviour, 16<sup>th</sup> Ed. Pearson.[Chapter 9,12,13,14,17]

### **Text Books:**

1. Robbins Stephen P and Judge T.A. (2017) Organisational Behaviour, 17<sup>th</sup> Ed. Pearson.
2. Stephen P. Robbins & Mary Coulter (2017) Management. 13<sup>th</sup> Ed. Pearson.
3. Kaul Vijay Kumar (2012). Business Organization & Management - Text and Cases, Pearson.

### **Additional Readings:**

1. Kavita Singh: Organisational Behaviour 3<sup>rd</sup> Ed. Vikas Publication.
2. Koontz & Heinz Wehrich, Essential of Management, McGraw Hill.
3. Kumar, P. Sachdeva A. (2012). Fundamentals of Management. S. Chand. 1ed.

**Note: Latest edition of the readings may be used.**

### **Teaching Learning Process:**

Lectures, Presentations, Role plays, Case studies, Term paper on a given topic

### **Assessment Methods:**

Internal assessment	25 marks
Written exam	75 marks

### **Keywords:**

Planning, Organizing, Controlling, Departmentation, Leadership, Motivation, Change, Organization development