

Programme..Master of Commerce (MCom)

MCM5101: MANAGEMENT CONCEPTS & ORGANIZATIONAL BEHAVIOR

Course Code	MCM5101	Semester	I
Course Title	MANAGEMENT CONCEPTS & ORGANIZATIONAL BEHAVIOR		
Credits	4	Type	Core

Learning/Course Objective

- To understand the nature of management and identify and describe the functions of management.
- To enable the students to describe how people behave under different conditions and understand why people behave as they do.
- To provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life.
- To provide a comprehensive analysis of individual and group behaviour in organization.
- To help the students to develop cognizance of the importance of human behaviour.

Course Structure

UNIT1:

Management: Definition – Nature – Scope and Functions – Evolution of Management thought – Contributions of **F.W Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A. Simon and Peter F. Drucker**- Approaches to the Study of Management-Universality of Management - Relevance of management to different types of organization – MBO and MBE- (Relevant One or Two Case Studies).

Unit 2:

Planning and Decision Making: Nature, importance and planning process – Planning premises – Components of Planning as Vision, Mission, Objectives, Goals, Policies, Strategies, Procedures, Methods, Rules, Projects and Budgets – Decision-making – Meaning – Types – Decision-making Process under Conditions of Certainty and Uncertainty- (Relevant One or Two Case Studies). - **Organizing:** Nature, purpose and kinds of organization – Structure: Mechanistic and Organic Structures- Principles and theories of organization – Departmentalization –Centralization and decentralization – Delegation of authority - **Staffing and Directing-** General Principles of Staffing- Importance and techniques of Directing- Motivation – Meaning – Importance – Theories: **Maslow, Herzberg, McGregor (X&Y), Ouchi (Z), Vroom, Porter-Lawler, McClelland and Adam** – Communication: Meaning – Types, Process, Barriers; Leadership: Significance, Types Styles and Theories- Trait,

Unit 3:

Coordination andControlling: Coordination: Concept, Need and techniques; Controlling: Objectives and Process of control – Devices of control – Integrated control – Special control techniques- Contemporary Perspectives in Management:

Unit 4:

Organizational Behavior: Meaning – Elements – Need and importance – Approaches – Models – Levels – **Foundations of Individual Behavior:** Individual differences – Personality: Meaning – Personality factors – Learning: Components of learning process – Learning theories – Values: Significance and Types- Attitudes: Components – Formation –

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Perception: Perceptual process- **Group Dynamics:** Group: Definition – Reasons – Types – Formation and Development process –Group Cohesiveness: Meaning – Advantages – Group Conflict: Meaning, Reasons – Management of group conflicts.

Unit 5:

Organizational Dynamics: Organizational Design – Determinants – Forms – Organizational Effectiveness: Meaning – Approaches – Factors contributing effectiveness – Organizational Culture: Meaning – Significance – Organizational Climate: Meaning – Factors influencing climate – Implications on organizational behavior – Organizational Change: Meaning – Nature – Causes of change – Resistance to change – Management of change – Organizational Development: Meaning – Need – OD interventions.

Learning/Course Outcome

- Able to apply the concept of organizational behavior to understand the behavior of people in the organization.
- Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- Understand individual behavior in organizations including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand group behavior in organizations including communication, leadership, power and politics, conflicts, and negotiations.
- Enhance critical thinking and analysis skills through the use of management case studies and small group exercises.
- Strengthen research, writing and presentation skills.

Books for Reference

1. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi.
2. SatyaRaju, Management- Text & cases, PHI, New Delhi.
3. Richard L. Daft, Management, Thomson south-Western.
4. Anil Bhatt &Arya Kumar, Management: Principles, Processes and Practices.
5. Peter F. Drucker, Management, 2008.
6. Stephen P. Robbins and Timothy A Judge, *OrganizationalBehavior*, 17e, Pearson, 2016.
7. Ricky W. Griffin and Gregory Moorhead, *Organizational Behavior: Managing People and Organizations*, Cengage Learning, 2011.
8. Keith Davis, *Organizational Behavior: Human Behavior at Work*, McGraw Hill, 2010
9. Judith R. Gordon, *Organizational Behavior: A Diagnostic*, Prentice Hall, 2001.
10. K.Aswathappa, *OrganizationalBehavior*, Himalaya Publishing, Mumbai, 2010