

23 AN 101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Code	23 AN 101	Course Delivery Method	Classroom / Blended Mode
Credits	04	CIA Marks	30
No. of Lecture Hours / Week	05	Semester End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Course Focus	Employability	Entrepreneurship	Skill Development.

COURSE OUTCOMES: By the end of the course, students will be able:

- CO-1 To enable the students to understand about the basic functions and the principles of management.
- CO-2 To analyse the knowledge regarding the importance of planning, decision making and organizing skills.
- CO-3 To examine the conceptual understanding of staffing, directing, controlling principles and their elements.
- CO-4 To equip the student with the key element of organizational behaviour.
- CO-5 To interpret conceptual understanding about the importance of group dynamics, organization change and organizational development.

COURSE CONTENT

Unit-I: Introduction to Management: Evolution of Management, Management Thinkers, Contributors of Management thought, Management: Concept, Significance, Levels, Skills, Functions, Principles; Management as an Art, Science and Profession; Social Responsibilities of Management; Recent Trends in Management Practices in the wake of Globalization.

(15 hours)

Unit-II: Planning and Organizing: Planning: Nature, Purpose, Process of Planning, Types of Plans; Decision Making: Concept, Process; Management By Objectives: Concept, Process; Organizing: Nature, Process, Formal and Informal Organizations; Departmentation: Methods; Span of Management: Meaning, Definition, Factors Determining Span of Management - Delegation: Concept, Process; Decentralization: Advantages and Disadvantages.

(15 hours)

Unit-III: Staffing, Directing and Controlling: Staffing: Nature and Importance of Staffing, Elements of Staffing; Directing: Meaning, Elements, Motivation: Significance, Maslow Need Hierarchic Theory, Herzberg Two Factor Theory and McGregor's X-Y Theory; Communication: Importance, Process, Leadership Styles; Controlling: Nature, Process, and

Requirements of an adequate Control System, Reporting and Budgeting

(15 hours)

Unit-IV: Introduction to Organizational Behavior: Organizational Behavior: Meaning, nature and scope – Key elements in O.B; Contributing disciplines to O.B; Perception: Nature, Process; Personality: Nature, Traits and Determinants of personality; Learning: Characteristics of Learning.

(15 hours)

Unit-IV: Group dynamics: Concept, Nature, types of groups, group formation; Organizational Change: Concept, need for change, resistance to change; Organizational Development: Nature and Process of Organizational Development.

(15 hours)

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Studying organizational structure of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- Identifying any five organizations and group them into different types of organizations based on Managing people at workplace.
- Studying organizational group dynamics of any three companies and identifying the best method of managing group dynamics.
- Study any three companies following OD Processes

REFERENCES:

1. Heinz Wehrich., H.Koontz and Markv Cannice, *Management*, 13ed. 2010, Tata McGraw, New Delhi
2. Prasad LM, Principles and Practice of Management, Edition2019, Sultan Chand and Sons, New Delhi.
3. Rama Swamy T, Principles of Management. First Ed.,2014, Himalaya Publishing House, Mumbai.
4. Stoner, J. *Management*, 6th ed., 1995, Pearson Education, New Delhi.
5. Fred Luthans, Organizational Behavior, 12th Ed, 2011, McGraw-Hill's, New York.

MODEL QUESTION PAPER
M.B.A. ANALYTICS (REGULAR) DEGREE EXAMINATION

First Semester
23 AN 101: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

Duration: 3 hours

Maximum Marks: 70

SECTION- A

Answer the Following Questions

5×4=20 Marks

- 1(a) Explain the managerial skills. (CO1) (L2)
Or
(b) Outline the importance of social responsibility (CO1) (L2)
- 2(a) what is management by objectives? (CO2) (L1)
Or
(b) Define span of control. (CO2) (L1)
- 3(a) Summarise Types of communication ((CO3) (L2)
Or
(b) Explain the concept motivation (CO3) (L2)
- 4(a) what do you understand by organisational behaviour? (CO4) (L1)
Or
(b) Which approach explains the concept of learning? (CO4) (L1)
- 5(a) How groups are formed (CO5) (L1)
Or
(b) Define change and discuss its significance (CO5) (L1)

SECTION – B

Answer All Questions

5×8=40 Marks

- 6 (a) Explain in detail different skills and levels of management. (CO1) (L2)
Or
(b) Outline the concept and significance of management. (CO1) (L2)
- 7(a) Discuss the process of planning (CO2) (L4)
Or
(b) Examine the methods of departmentation. (CO2) (L4)
- 8(a) Explain the importance of Herzberg's theory of motivation in an organisation (CO3) (L2)
Or
(b) Outline the essential steps in control process. Classify the essentials of an effective controlling system. (CO3) (L2)
- 9 (a) Examine the concept of organisational behaviour? What are its key elements (CO4) (L4)
Or
(b) Analyse the determinants of personality. Which of them are more important in shaping Personality? (CO4) (L4)
- 10(a) outline the term Organisational Development? Explain its process. (CO5) (L2)

Or

b) Explain the levels of change? Why people resist to change? (CO5) (L2)

SECTION C - (1 x 10 =10 Marks)

Case Study (Compulsory)

11. You are a senior clerk in a large branch of a prestigious bank in a metropolitan city. Your manager has decided that customer service should be improved and has formed a committee of junior staff to discuss and present suggestions to the management in a month's time. You are appointed as a member of this committee but not the chairperson. A young lady, a grade junior to you is made the chairperson. She was very reluctant to accept the responsibility because, as she said, she had never been to any meeting nor chaired any. However, she was offered no choice in the matter. The manager simply appointed her as the chairperson. In fact, she could be a good choice. She is an experienced cashier known to the public as efficient and pleasant, and she has often expressed a strong view about the importance of good service. She thinks of herself as intelligent and logical and sometimes puts people down quite firmly if she finds flaws in their arguments. You were not able to attend the first meeting of the committee, but from what you heard it was not at all successful. In conversation with those present you have gained the impression that progress was slow and difficult. The chairperson tended to be aggressive. Very few ideas emerged, and it was not too clear to those present what they were there to achieve. You have also spoken to the chairperson. She thinks that nobody was forthcoming or enthusiastic enough. They all kept going off the subject and asking silly questions. Such ideas as these turned out to be trivial or irrelevant in her opinion, apart from the ones she had to suggest herself. She contended that she was worried about the next meeting, about the likely success of the committee in general and indeed about her overall relationship with the staff who were committee members. The next meeting is to take place in a week's time.

Questions:

- a) Analyse the problems in this case.
- b) Justify with your answer to ensure that the committee performs more effectively.
What measures that you suggest if you are in the position of the Chairperson?