

## 22BA101:MANAGEMENTPROCESSANDORGANIZATIONALBEHAVIOR

Course Code	<b>20BA101</b>	Course Delivery Method	Class Room / 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
Year of Introduction :2017	Year of Offering :2017	Year of Revision :2022	Percentage of Revision :10

**Course Objective:** This Course is designed to enable students to have a basic perspective of Management Theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior. It provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively.

### Course Outcomes:

- CO-1 To explain the importance & role of management in the business organizations.
- CO-2 To analyze knowledge on the importance of planning and organizing.
- CO-3 To identify various leadership styles and their suitability to the situation.
- CO-4 To apply organizational behaviour theories and concepts to individual work experiences.
- CO-5 To know how to work more effectively in a team environment.

### Course Content

#### UNIT-I

**Introduction to Management:** Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Management and Environment – Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

**(15Hours)**

#### UNIT-II

**Planning:** Nature, Purpose, Process of Planning, and Types of Plans – Decision Making: Concept, Process, and Rationality in Decision; - Management By Objectives. Organizing: Process- Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing

**(15Hours)**

#### UNIT-III

Leading – concept, scope, significance - Motivation: Significance, Process -

Theories of Maslow, Herzberg, McClelland, Porter and Lawler-  
Leadership: Trait Approach, Leadership Styles, – Communication. Controlling: Basis- Control  
Process, Pre-Requisites, and Requirements of adequate Control - Techniques of control

**(15 Hours)**

#### **UNIT-IV**

Organizational Behavior – Importance- Historical Background- Fundamental concepts of OB-  
Different models of OB – Understanding Individual Behavior – Perception- Concept – Process-  
Learning- Concept – Theories of learning - Personality – Concept- Personality traits.

**(15 Hours)**

#### **UNIT-V**

Group dynamics – Concept, importance, types of groups, group formation, group  
development, group composition, group performance factors; Organizational conflict, Resolution  
of conflicts; Culture and determinants of Organizational Culture; Organizational Change,  
Concept, Need for change, resistance to change; Theories of planned change; Organizational  
Development- Concept of OD. **(15 Hours)**

### **Case Study (Not Exceeding 300 words)**

#### **PRACTICAL COMPONENTS:**

- ✓ Studying organizational structures 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 Management at work place.
- ✓ Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- ✓ Study any three companies following OD interventions and identify effective technique.
- ✓ Note: Faculty can either identify the organizations/leaders/jobs or students can be allowed to choose the same.

#### **REFERENCE TEXT BOOKS:**

1. Heinz Wehrich, Harold Kuntz, Management: A Global Perspective, 10/e TMH
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
3. Clegg, S., Kornberger, M., and Pitsis, T., Managing and organizations: An introduction to Theory and practice, Sage, London, 2011.
4. Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
5. Graeme Martin, Managing People and Organizations in Changing Contexts, Rutledge, 2006.
6. Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
7. Luthans, F. Organizational Behaviour, TMH.
8. Robbins, Management, 7/e, Pearson Education.

9. John F. Wilson, The Making of Modern Management, Oxford University Press.

**MODEL QUESTION PAPER**  
**PARVATHANENI BRAHMAYYA SIDDHARTHA COLLEGE OF ARTS & SCIENCE**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**20BA101: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**  
**W.e.f 2022-2023**

**Duration:** 3 hours

**Maximum Marks:** 70

**SECTION - A**

**Answer ALL 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 barriers to communication (CO3) (L2)

**(OR)**

(B) Explain the different techniques of 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 culture and discuss its significance (CO5) (L1)

## **SECTION – B**

**Answer ALL Questions 5×8=40 Marks**

6. (A) Explain in detail different qualities of modern managers. (CO1)(L2)

**(OR)**

(B) Outline the concept and significance of management. Make a distinction between management and administration (CO1) (L2)

7. (A) Distinguish between short term and long term planning and discuss the process of planning (CO2) (L4)

**(OR)**

(B) Examine the concept of centralisation. Do you suggest centralisation or decentralisation in these days. (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 features of an effective system (CO3) (L2)

9. (A) Examine the concept of human behaviour? What are its different factors affecting one's behaviour (CO4) (L4)

**(OR)**

(B) Analyse the determinants of personality. Which of them are more important in shaping? (CO4)(L4)

10. (A) Outline the term conflict. Should conflicts be necessarily eliminated? (CO5)(L2)

**(OR)**

(B) Explain the levels of change? Which level of change is more common in organisations, why? (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 at 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 strong view about the importance of good service. She thinks 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 chair person. She thinks that nobody was forthcoming or enthusiastic enough. They all kept going off the subject and asking silly questions. Such ideas as there were 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. Analyze the problems in this case. (L4)

B. Justify with your answer to ensure that the committee performs more effectively? When it next meets? (L5).

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