

## **MB101: Management & Organization Behaviour**

### **Course Objectives:**

- To aid students in understanding human behaviour in organisations,
- To provide students with a comprehensive exposure to organisational behaviour theories, research and workplace issues.
- The course also provides an overview of the theories and practices of management in organisational contexts.

### **Unit-I: Introduction:**

Management, Meaning and Functions, Role of Managers, Processes of Management, Historical Roots of Contemporary Management Practices- Scientific Management, Human Relations Approach, Douglas McGregor's Theory 'X' and 'Y'-William Ouchi's Theory 'Z', The Behavioral Approach, Contingency Approach.

### **Unit-II: Organizational Processes and Concepts:**

Organizational Processes and Concepts: Power and Authority Delegation , Centralisation and Decentralisation, Nature and structure of Organization: Functional Organization, Product Organization, Matrix Organization, Hierarchy Span of Control, Unity of Command and Unity of Direction. Communication Process and Techniques: Methods and Techniques of Communication, Barriers to Effective Communication, Interpersonal Communication, Transactional Analysis

### **Unit-III: Organizational behavior:**

Organizational Behavior, Nature and Levels of Organizational Behavior, Individuals in Organization, Individual Differences, Personality and Ability, The Big 5 Model of Personality. The Nature of Perception, Characteristics of the Perceiver, Target and Situation, Perceptual Problems.

### **Unit-IV: Motivation:**

Motivation, Early and Contemporary Theories of Motivation.- Maslow's Hierarchy of Needs, ERG Theory, Mc Clelland's Need for Achievement, Affiliation and Power, Herzberg's' Two Factor Theory, Equity Theory, Expectancy Theory, The Porter-Lawler Model, Groups and Group Development, Turning Groups into Effective Teams, Managing Change Process, Types and Challenges.

### **Unit-V: Leadership Dynamics in Organisations:**

Leadership Dynamics in Organizations: Important Theories of Leadership-Traits Theory, Managerial Grid, Life Cycle and Path Goal Theories, Power, Politics, Conflict and Negotiations, Sources of Individual, Functional and Divisional Power, Organizational Politics. Conflict Causes and Consequences, Pondy's Model of Organizational Conflict - Conflict Resolution Strategies.

### **Suggested Books:**

1. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior",
2. Published by Pearson Education Inc.
3. Richard Pettinger, "Organizational Behaviour", 2010 Routledge.
4. K. Aswathappa, "Organizational behavior", Himalaya Publishing House.
5. Stephen P. Robbins, Jennifer George and Gareth Jones, "Management and Organizational Behaviour", Pearson Education Inc.
6. John. B Miner, "Organizational Behaviour: Foundation, Theories and Analyses", Oxford University Press 2002.

### **Course Outcomes :**

- Upon successful completion of the requirements for this course, students will be able to:
- define, explain and illustrate a range of organisational behaviour theories;
- analyse the behaviour of individuals and groups in organisations in terms of organisational behaviour theories, models and concepts;
- demonstrate an understanding of various management models and frameworks, their relevant foundations, strengths and weaknesses;
- understand the principles and practices of management, and specifically the nature of management functions, roles and skills;