

Course title: Management Functions and Organizational Behaviour				
Course code: PPM 181	No. of credits: 4	L-T-P distribution: 46-10-0	Learning hours: 56	
Pre-requisite course code and title (if any):				
Department: Department of Business & Sustainability				
Course coordinator(s): Dr. Ritika Mahajan		Course instructor(s): Dr. Montu Bose		
Contact details: montu.bose@teriuniversity.ac.in				
Course type: Core		Course offered in: First Semester		
Course description				
<p>The course provides inputs to the participants on management functions in organisations, individual and group behaviour, and organisational structure and dynamics. The objective of the course is to enable participants to understand concepts and develop skills in management functions and organisational behaviour, apply strategies in an organisational context to become effective managers, and successfully manage human relations to achieve organisational objectives. The course consists of three modules. Module I focus on management functions, module II on micro organisational behaviour and module III on macro organisational behaviour (organisation theory).</p>				
Course objectives				
<p>The course will be conducted through lectures, presentations and case analyses and active class participation. Special emphasises will be given to problems of Infrastructure Industry and the threats to sustaining business in times of recession. Case discussions will be focused on these areas.</p>				
Course contents				
Module	Topic	L	T	P
1	Introduction to the Course (an overview)	1	0	0
Module I: Management Functions				
2	<i>Sub-module 1: Introduction to Management Thought</i> i. Evolution of management thought <ul style="list-style-type: none"> • Approaches of Taylor and Fayol, and Weber • Hawthorne experiments and Neo Classical Theory 	3	0	0
3	<i>Sub-module 2: Management Environment and Decision Making</i> i. Management Environment ii. Decision making in organisations	3	0	0
4	<i>Sub-module 2: Management Functions</i> i. Planning ii. Organising iii. Staffing iv. Coordinating v. Controlling	5	0	0
5	<i>Sub-module 3: Management and Society</i> i. Ethics in management ii. Corporate social responsibility	2	0	0
Module II: Micro Organisational Behaviour				
6	<i>Sub-module 1: Introduction to Micro Organisational Behaviour</i>	1	0	0
7	<i>Sub-module 2: Individual Behaviour</i> i. Perceptual processes & Perceptual errors ii. Values and attitudes iii. Personality iv. Emotional quotient <i>v. Motivation</i>	8	0	0
8	<i>Sub-module 3: Group Behaviour</i> i. Group dynamics ii. Team-building iii. Communication in organisations iv. Interpersonal Communication	10	0	0

	v. Leadership vi. Conflict management			
9	Sub-module 4: Organisational Dynamics i. Management of change and OD ii. Stress management	4	0	0
Module III: Macro Organisational Behaviour				
10	Sub-module 1: Introduction to Macro Organisational Behaviour i. Organisation theory ii. Dimensions of organisational structure	2	0	0
11	Sub-module 2: Determinants of Organisational Structure i. Strategy ii. Size iii. Technology iii. Environment iv. Power	5	0	0
	Sub-module 3: Organisational Design i. Organisational design options	2		
	Presentations by participants/ Case Discussion		10	
	Total	46	10	0
Evaluation criteria (Percentage of marks to be allotted to each type of test/ activity)				
<ul style="list-style-type: none"> • Quizzes (2 best out of 3) 30% • End term examination 40% • Assignment and presentation 30% 				
References:				
Additional information (if any)				
Core Texts				
Module I:				
1. Robbins, Stephen P. and Mary Coulter, <i>Management</i> , 8th ed., New Delhi: Prentice Hall.				
Module II:				
2. K. Aswathappa, <i>Organisational Behaviour</i> , Himalaya Publishing House, 2009.				
Module III:				
3. Robbins, Stephen P., <i>Organization Theory: Structure, Design And Applications</i> , 3rd ed., New Delhi: Prentice Hall.				
Other Readings				
1. Conor, Vibert, <i>Theories of Macro Organizational Behavior: A Handbook of Ideas and Explanations</i> , New Delhi: Prentice Hall				
2. Daft, Richard L., 8th ed., <i>Organization Theory and Design</i> . Singapore: Thomson South-Western.				
3. Hall, Richard, 2005, <i>Organizations: Structures, Processes and Outcomes</i> . New Delhi: Prentice Hall.				
4. Hellriegel, D., J.W. Slocum and Woodman, 2001, <i>Organizational Behavior</i> .				
5. Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, <i>Management Of Organizational Behavior Leading Human Resources</i> , 8th ed., New Delhi: Prentice Hall.				
6. Khandwalla, Pradip N., 1992, <i>Organisational Designs for Excellence</i> , New Delhi Tata McGraw-Hill.				
7. Koontz, Harold, <i>Principles of Management (ASCENT Series)</i> , New Delhi: Tata McGraw-Hill.				
8. Koontz, Harold and Heinz Wehrich, 2004, <i>Essentials of Management</i> , 6th ed., New Delhi: Tata McGraw-Hill.				
9. Luthans, Fred, <i>Organizational Behavior</i> , McGraw Hill.				
10. Newstrom, John W, and Keith Davis, <i>Organizational Behavior – Human Behavior at Work</i> , New Delhi: Tata McGraw-Hill.				
11. Pareek, Udai, T.V. Rao and D.M. Pestonjee, 1981, <i>Behavioural Processes in Organisations</i> , New Delhi: Oxford and IBH Publishing.				
12. Robbins, Stephen P., <i>Organizational Behavior</i> , 11th ed., New Delhi: Prentice Hall.				
13. Scott, W. Richard 2003, <i>Organizations: Rational, Natural, and Open Systems</i> , 5th ed. Prentice Hall.				
14. Sekaran, Uma, 2004, <i>Organisational Behaviour: Text and Cases</i> , 2nd ed., New Delhi: Tata McGraw Hill.				
15. Senge, Peter M., 1998, <i>The Fifth Discipline: The Art and Practice of Learning Organization</i> , London: Random				

House.

16. Shukla, Madhukar, 1996, *Understanding Organisations*, New Delhi: Prentice Hall of India.

17. Thornhill, Adrian, Mike Millmore, Mark Saunders and Phil Lewis, 2000, *Managing Change*, New Delhi: Pearson Education.

In addition to books, participants are encouraged to read the following journals:

1. Harvard Business Review
2. Vikalp
3. IIMB Management Review

Student responsibilities