



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

COURSE CONTENT

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR								
I Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
25MB001	CORE	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Management								

COURSE OVERVIEW:

This course provides a comprehensive foundation in management principles and organizational behaviour. It introduces the management process, managerial roles, and the evolution of classical, behavioural, and modern management theories. The course develops skills in planning and decision-making, including goal setting and participative decision models. It examines organizing and controlling functions with emphasis on organizational design, authority relationships, and performance control tools such as the Balanced Scorecard and benchmarking. The course also explores individual and group behaviour, focusing on personality, perception, diversity, group dynamics, and team building. Leadership traits, styles, and major leadership theories are analyzed. Key motivation theories such as Maslow, Herzberg, McGregor, ERG, McClelland, and Expectancy theory are critically discussed. Overall, the course prepares students for effective managerial performance in dynamic organizational environments.

COURSE OBJECTIVES:

1. To provide a strong conceptual foundation in the principles, functions, and evolution of management thought.
2. To develop students' ability to formulate plans and apply systematic decision-making techniques in organizational contexts.
3. To enable learners to design appropriate organizational structures and apply effective controlling mechanisms for performance improvement.
4. To enhance understanding of individual and group behaviour in organizations, including personality, perception, diversity, and team dynamics.
5. To equip students with knowledge of leadership approaches and motivational theories for improving employee performance and organizational effectiveness.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explain the fundamental concepts of management, its evolution and classical -

contemporary management theories.

2. Analyze the processes of planning and decision-making in organizations using suitable models and frameworks.
3. Design organizational structures and control mechanisms that align with business goals and adapt for dynamic environments.
4. Interpret individual and group behaviour in organizational settings by fostering effective teamwork and diversity management.
5. Evaluate leadership and motivation theories by choosing suitable styles, techniques for performance influence.

UNIT – I: INTRODUCTION TO MANAGEMENT: The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioural. Management Sciences Theories: Systems and Contingency Theory.

UNIT – II: PLANNING AND DECISION MAKING: Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom’s Participative Decision-making Model.

UNIT – III: ORGANIZING AND CONTROLLING: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges.

Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.

UNIT – IV: ORGANIZATIONAL BEHAVIOR: INDIVIDUAL AND GROUP BEHAVIOR: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behaviour, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

UNIT – V: LEADERSHIP AND MOTIVATION: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow’s Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor’s Theory, ERG theory, McClelland’s Needs Theory, Valance Theory.

TEXT BOOKS:

1. Stephen P. Robbins & Mary Coulter — *Management*, 14th Edition, Pearson Education, **2018**.
2. Harold Koontz & Heinz Weihrich — *Essentials of Management*, 10th Edition, McGraw Hill, **2015**.
3. P. Subba Rao — *Principles of Management and Organizational Behavior*, Himalaya Publishing House, **2019**.
4. K. Aswathappa — *Organizational Behavior*, 12th Edition, Himalaya Publishing House, **2019**.

REFERENCE BOOKS:

1. Fred Luthans — *Organizational Behavior*, 13th Edition, McGraw Hill Education, **2015**.
2. Ricky W. Griffin — *Management*, 12th Edition, Cengage Learning, **2016**.
3. John R. Schermerhorn Jr. — *Management*, 12th Edition, Wiley India, **2014**.
4. Ivancevich, Konopaske & Matteson — *Organizational Behavior and Management*, 11th Edition, McGraw Hill, **2014**.

ELECTRONIC RESOURCES:

1. **Harvard Business Publishing – Organizational Behaviour Resources**
<http://hbsp.harvard.edu/organizational-behavior/>
2. **Harvard Business Publishing – Core Curriculum: Organizational Behaviour**
⇔ <http://hbsp.harvard.edu/catalog/collections/core-curriculum-organizational-behavior>
3. **Harvard Business Publishing – Organizational Behaviour Simulations**
⇔ <http://hbsp.harvard.edu/catalog/collections/organizational-behavior-simulations>
4. **Harvard Business Publishing – Case Method Resources**
⇔ <http://hbsp.harvard.edu/cases/>
5. <http://www.youtube.com/watch?v=TcT5-yolDr8&pp=ygUGbWxyaXRt>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drshya Siksha Sangrah (DSS) Videos

