



PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR 23MBPC511

(COURSE HANDBOOK)

MBA

COURSE HEAD:

Asst. Prof. Suchithra

1. GENERAL INFORMATION

Welcome to Principles of Management and Organisational Behaviour!

This course serves as a foundational exploration of key management theories and organisational behaviour concepts that are essential for aspiring managers in today's dynamic business environment. Throughout this course, you will engage with various theoretical frameworks, practical applications, and self-awareness techniques that are crucial for effective management and leadership.

The curriculum is structured into five comprehensive modules, each designed to build upon the last. You will begin with an introduction to management principles, followed by an in-depth examination of the core functions of management: planning, organizing, leading, and controlling. The subsequent modules will delve into organisational behaviour, personality dynamics, motivation theories, and group dynamics. Each topic is accompanied by practical activities aimed at enhancing your understanding and application of these concepts in real-world scenarios.

As you progress through the course, you will be encouraged to actively participate in discussions and collaborative projects, which will not only deepen your comprehension but also foster essential skills such as teamwork and problem-solving. We emphasize a hands-on approach to learning; therefore, you will be expected to undertake skill development activities and introspective assignments that align with the course content.

We hope that this course will not only equip you with theoretical knowledge but also inspire you to apply these insights practically in your future careers. Please ensure you familiarize yourself with this handbook as it contains vital information regarding assessments, learning outcomes, and resources that will support your academic journey. We look forward to an engaging and productive semester together!

1.1.Course Objectives

This course is designed to:

- **Impart key theories and Models** in management and organizational behavior.
- **Familiarize students with the various functions of management**, including planning, organizing, leading, and controlling.
- **Enhance knowledge of personality assessment tools and motivation models**, with a focus on their application in organizational and personal contexts.
- **Equip students with insights into group dynamics and team development** to foster effective collaboration and build high-performing teams.

1.2.Course Outcomes

- **CO1:** Relate the fundamental concepts, functions, and dynamics of management and organizational behavior to solve the business problems.
- **CO2:** Apply knowledge of management theories in the field of management.
- **CO3:** Apply management and behavioural models related to values, perceptions emotions and attitudes to solve the problems.
- **CO4:** Apply the recent concepts in personality and motivation towards effective team building
- **CO5:** Apply the concepts of group dynamics and team development to enhance team effectiveness in organization.

1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:

1. Chandrani Singh and Aditi Khatri, “Principles and Practices of Management and Organisational Behaviour”, 1st Edition, SAGE publication, 2016.
2. Harold Koontz, Heinz Weihrich, and Mark V. Cannice, Essentials of Management: An International, Innovation and Leadership Perspective, McGraw Hill Education, 11th Edition, 2020.

Reference Books:

1. Stephen P. Robbins & Timothy Judge, “Organizational Behaviour”, 15th Edition, Pearson, 2019.
2. Chuck Williams & Manas Ranjan Tripathy, “MGMT”, 7th Edition, Cengage Learning, 2023.
3. Fred Luthans, “Organizational Behaviour”, 14th Edition, McGraw-Hill Education, 2022.
4. John R. Schermerhorn, “Management”, 12th Edition, Wiley India, 2020.
5. Ramesh B. Rudani, “Principles of Management”, 3rd Edition, Tata McGraw-Hill, 2019.

1.4. Self-Study Course

In this course, students are required to complete the “[FM in Healthcare - Principles of Management for Healthcare Sector](#)” and “[Organizational Behaviour Course](#)” offered by Infosys Springboard, and which accounts for 10% of their overall course marks. This digital literacy program is essential as it provides students with valuable skills that complement the traditional learning methods employed in our course. By engaging with the Infosys Springboard, students can enhance their understanding of digital tools and analytical techniques that are increasingly important in today’s academic and professional environments. This preparatory work will support their success throughout the course and beyond.

Note: The above link directly leads to the courses to be undertaken by the students. Please register using the same links or stay logged in to be able to access the courses.

2. THE COURSE

2.1. Course Description

| Principles of Management and Organizational Behaviour | | | |
|--------------------------------------------------------------|------------------|-----------|-----------|
| Semester | I | CIE Marks | 50 |
| Course Code | 23MBPC511 | SEE Marks | 50 |
| Teaching Hours/Week (L:T:P) | 4:0:0 | Exam Hrs | 03 |
| Total Hours | 52 | Credits | 04 |

The Principles of Management and Organisational Behaviour course designed to provide students with foundational knowledge in management principles and organizational behavior. The course will run for 13 weeks during Semester 1 and consists of 5 modules that cover essential topics in management and behavior within organizations. Each week includes 4 lectures, delivered by Ms. Suchithra, focusing on theoretical concepts, practical applications, and course-related activities. Spanning a total of 52 hours, this 4-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks in the form of a 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

2.2. Initiating Contact with Staff and Other Students

We encourage open communication and value your inquiries about the Course. However, given the large number of students in this course, we encourage that you use email, make office hours appointments and any other forms of correspondence thoughtfully. Before reaching out with administrative questions, please check if your query has already been addressed in previous communications or in the materials provided in this handbook and on our website. Additionally, we encourage you to engage with your peers for discussions and collaborative learning, as this will enhance your understanding of the course material and foster a supportive academic community.

2.3. Resources

Resources go beyond just books—they include dynamic tools like digital libraries, e-learning platforms, and research databases. These modern learning environments offer anytime, anywhere access to academic materials, interactive courses, and cutting-edge research, empowering students to explore knowledge and excel in their fields.

Students can access a variety of resources through the college website. These include the VTU Consortium, e-learning platforms, and additional sources like open-access repositories, government portals (e.g., NPTEL, NDLI). These digital tools provide access to e-books, research papers, video lectures, and interactive tutorials, offering flexible and comprehensive learning environments.

E-learning and digital library can be accessed via the college website <https://mite.ac.in/> (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

2.4. Staff

Course Convenor: Prof. Suchithra
Cabin: 3rd floor, PG Block
Email: Suchithra@mite.ac.in

2.5.Topics and Reading materials for each module

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| <u>Module 1</u> | <i>No. of Hours: 09</i> |
| <ul style="list-style-type: none">- Topic: Introduction<ul style="list-style-type: none">○ Includes understanding the meaning, importance, difference between administration and Management, Levels of Management, Types of Managers, Managerial roles skills and competencies, Fayol's 14 principles of management, Recent trends in management.- Activities:<ul style="list-style-type: none">○ Students are required to complete two specialized online courses—"FM in Healthcare - Principles of Management for the Healthcare Sector" and "Organizational Behaviour Course", offered by Infosys Springboard.- Essential Readings:<ul style="list-style-type: none">○ Chandrani Singh and Aditi Khatri, "Principles and Practices of Management and Organisational Behaviour", 1st Edition, SAGE publication, 2016. (Chapter 1 and 2)- Additional Reading:<ul style="list-style-type: none">○ Chuck Williams & Manas Ranjan Tripathy, "MGMT", 7th Edition, Cengage Learning, 2023. (Part 1) | |
| <u>Module 2</u> | <i>No. of Hours: 11</i> |
| <ul style="list-style-type: none">- Topic: Functions of Management<ul style="list-style-type: none">○ Planning: Process, Types of Plans, Steps in planning, Planning tools and techniques. Essentials of a good plan. Organising: Meaning, Types of Organisation structures, Span of control, Directions in organisation structures, centralisation and decentralization of authority. Leading: Meaning, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. Controlling: Meaning, Importance, Steps in the control process, Resistance to control, Types of Control, Control techniques.- Activities:<ul style="list-style-type: none">○ Students will actively participate in an interactive in-class event designed to help them understand the various roles they play within a team and an organizational environment. This activity encourages collaboration, showcases team dynamics, and provides practical insights into organizational behaviour, making learning both engaging and impactful.- Essential Reading:<ul style="list-style-type: none">○ Chandrani Singh and Aditi Khatri, "Principles and Practices of Management and Organisational Behaviour", 1st Edition, SAGE publication, 2016. (Chapter 1, 3,4,5 and 6)- Additional Reading:<ul style="list-style-type: none">○ Chuck Williams & Manas Ranjan Tripathy, "MGMT", 7th Edition, Cengage Learning, 2023. (Part 2,3,4 and 5) | |

Module 3

No. of Hours: 12

- **Topic: Organization Behaviour**
 - Organisational Behaviour: Meaning, Approaches to organisation behaviour, models of Organisational behaviour. Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values: Values at the workplace, Types of values, Perception: Meaning, Model of Perceptual process. Factors influencing perception, Perception and decision making. Emotions: Types of emotions, Circumflex Model of Emotion, Mental health, Stress and its management. Attitudes: Meaning, Types. Attitudes and behaviour, changing attitudes.
- **Activities:**
 - A set of designed thought-provoking questions are provided to help the students to analyse and reflect on their personality traits. This activity encourages self-awareness and personal growth, enabling students to better understand their strengths, weaknesses, and behavioural tendencies in a professional context
- **Essential Reading:**
 - Chandrani Singh and Aditi Khatri, “Principles and Practices of Management and Organisational Behaviour”, 1st Edition, SAGE publication, 2016. (Chapter 8 and 9)
- **Additional Reading:**
 - Stephen P. Robbins & Timothy Judge, “Organizational Behaviour”, 15th Edition, Pearson, 2019. (Chapter 1, 3, 4 and 5)

Module 4

No. of Hours: 11

- **Topic: Personality and Motivation**
 - Personality, Definition, factors influencing personality, Big Five personality traits, Myers-Briggs personality Indicator (MBTI), Personality tools and tests, Motivation: Definition, Process of motivation, Cycle of motivation, Types, theories – Maslow’s Hierarchy of needs, four drive theory of motivation.
- **Activities:**
 - Students will engage in introspection by applying the Four Drive Theory of Motivation to analyze their own motivations and behaviours. This activity encourages self-reflection, helping students understand how the drives of acquiring, bonding, learning, and defending influence their actions and decision-making in both personal and professional contexts.

- **Essential Reading:**
 - Chandrani Singh and Aditi Khatri, “Principles and Practices of Management and Organisational Behaviour”, 1st Edition, SAGE publication, 2016. (Chapter 13)
- **Additional Reading:**
 - Stephen P. Robbins & Timothy Judge, “Organizational Behaviour”, 15th Edition, Pearson, 2019. (Chapter 6)

Module 5

No. of Hours: 09

- **Topic: Group and Team Dynamics**
 - Meaning, Group characteristics, Classification of groups, Models of group development, meaning of group dynamics Teams: Meaning, Team characteristics, Teams v/s groups, Model of Team Effectiveness, Stages of Team Development. Creating effective teams.
- **Activities:**
 - Students will examine their team and evaluate its progress through the stages of development: forming, storming, norming, performing, and adjourning. This activity prompts students to reflect on how teams grow, the challenges encountered at each stage, and the strategies that can improve team dynamics and overall performance.
- **Essential Reading:**
 - Chandrani Singh and Aditi Khatri (2016). Principles and Practices of Management and Organisational Behaviour. SAGE publication. (Chapter 10 and 11)
- **Additional Reading:**
 - Stephen P. Robbins & Timothy Judge, “Organizational Behaviour”, 15th Edition, Pearson, 2019. (Chapter 9 and 10)

3. ASSESSMENT

The assessment for the Principles of Management and Organisational Behaviour module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE) comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments (10 marks is allotted for completion of online course provided by Infosys Springboard, 10 marks are allotted for student performance on various stages of development in the team).

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Odd Sem).

Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

| 1. Infosys Springboard online course (10 Marks) | | | | |
|--------------------------------------------------------|----------------------------------|--------------------------|--------------------------------|-------------------------------|
| Criteria | 10-9 Marks (Excellent) | 8-7 Marks (Good) | 6-5 Marks (Fair) | 4-1 Marks (Poor) |
| Completion | Completed all modules and tasks. | Completed most modules. | Completed some modules. | Incomplete or missed modules. |
| Timeliness | Completed on time. | Completed slightly late. | Completed much later than due. | Missed the deadline. |

| 2. Student Performance Across Team Development Stages (10 Marks) | | | | | |
|-------------------------------------------------------------------------|---------------------------------------------|------------------------------------------|--------------------------------------|--------------------------------------|-----------------------------------|
| Criteria | 10-9 Marks (Excellent) | 8-7 Marks (Proficient) | 6-5 Marks (Adequate) | 4-3 Marks (Basic) | 2-1 Marks (Unsatisfactory) |
| Leadership and Initiative | Strong leadership, active in all stages | Good initiative, involved in most stages | Moderate leadership and contribution | Minimal involvement and contribution | No leadership and initiative |
| Collaboration and Teamwork | Excellent collaboration, highly cooperative | Good Collaboration and teamwork | Average collaboration and teamwork | Limited collaboration and teamwork | No teamwork and collaboration |