


# PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR **26MBPC501**

# (COURSE HANDBOOK)

MBA

COURSE FACULTY:

MS. SUSANNA ZEENA DSILVA

MS. SUCHITHRA

# 1. GENERAL INFORMATION

Welcome to Principles of Management and Organizational Behaviour!

This course introduces you to the basic concepts and principles that every future manager should understand. Whether you plan to work in a business, start your own venture, or lead a team, the knowledge and skills gained in this course will help you build a strong foundation for your management journey.

The course is organised into five modules that gradually develop your understanding of management and human behaviour in organisations. You will begin by learning the fundamentals of management and its importance in achieving organisational goals. You will then explore the key functions of management—planning, organising, leading, and controlling. As the course progresses, you will study topics such as organisational behaviour, personality, motivation, and group dynamics, helping you understand how individuals and teams work together in an organisation.

Learning in this course goes beyond classroom discussions. You will participate in activities, case studies, group exercises, and self-reflection tasks that connect theory with real business situations. These experiences are designed to strengthen your analytical thinking, communication, teamwork, and decision-making skills.

This handbook will be your guide throughout the course. It provides important information about the course structure, learning outcomes, assessments, and other useful resources. We encourage you to make the best use of it as you begin this learning journey.

We hope this course sparks your interest in management and inspires you to become an effective, responsible, and confident leader. We wish you an enjoyable and rewarding semester ahead!

### 1.1. Course Learning Objectives

This course is designed to:

- Impart theories and Models in management and organizational behaviour.
- Familiarize students with different functions of management.
- Enhance knowledge about personality, assessment tools and motivation models.
- Provide knowledge about group dynamics and team development to build effective teams.

### 1.2. Course Outcomes

**CO1**: Relate the concepts and principles of management and OB to solve business problems.
**CO2**: Apply the functions of management for managing organizational activities effectively.
**CO3**: Apply management and behavioural models to organizational cases.
**CO4**: Identify the recent concepts in personality and motivation which will help to build effective teams.
**CO5**: Make use of the concepts of group dynamics and team development to enhance teams' effectiveness.

### 1.3 Set Text Books 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 Organizational 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.

### 1.3. Self-Study Course

In this course, students are required to complete "Organizational Behaviour Course" offered by Infosys Springboard. 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 | **26MBPC501** | SEE Marks | **50** |
| Teaching Hours/Week (L:T:P) | **4:0:0** | Exam Hrs | **03** |
| Total Hours | **52** | Credits | **04** |

The course will run for 13 weeks during Semester 1 and consists of 5 modules that cover essential topics in management and behaviour within organizations. Each week includes 4 lectures, delivered by MS. Susanna Zena Dsilva and Ms. Suchithra, assigned based on the section (A or B) of the course. These lectures focus 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. 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, 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 Convenors: Ms. Suchithra/ Ms. Susanna Zeena Dsilva Cabin: 3rd floor, PG Block
Email: Suchithra@mite.ac.in/ susanna@mite.ac.in

## 2.5. Topics and Reading materials for each module

**Module 1** *No. of Hours: 09*

- **Topic: Introduction**
  - Objectives, 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. (Knowledge Management and Hybrid Model)

- **Activities:**
  - Students are required to complete specialized online course— "Organizational Behaviour Course", offered by Infosys Springboard.

- **Essential Readings:**
  - Chandrani Singh and Aditi Khatri, "Principles and Practices of Management and Organisational Behaviour", 1st Edition, SAGE publication, 2016. (Chapter 1 and 2)

- **Additional Reading:**
  - Chuck Williams & Manas Ranjan Tripathy, "MGMT", 7th Edition, Cengage Learning, 2023. (Part 1)

**Module 2** *No. of Hours: 11*

- **Topic: Functions of Management**
  - Planning: Importance, Types of Plans, Steps in planning, Planning tools and techniques. Essentials of a good plan. Organising: Principles, Process, Types of Organisation structures, Span of control, centralization and decentralization of authority.
  - Leading: Traits and Behaviour, Leadership Styles, Contingency approaches to Leadership, Transformational leadership. Controlling: Importance, Steps in the control process, Resistance to control, Types of Control, Control techniques.

- **Activities:**
  - 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.

- **Essential Reading:**
  - 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:**
  - 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:**
  - https://www.16personalities.com/free-personality-test
    Students are encouraged to take the personality type test using the above link.

- **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.

- **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 8$^{th}$ and 14$^{th}$ 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 |