St. Xavier's College (Autonomous), Kolkata
Department of Management Studies

Semester: I	
Paper Name: Fundamentals of Management & Organisational Behaviour	
Type: Major	**Code: C1BMS2311**
Credit: 5	**Full Marks: 100**

LEARNING OBJECTIVES:

This course aims to provide students with a foundational understanding of managing business and facilitate comprehension of individual and group dynamics in the workplace, with the ultimate goal of enhancing organisational efficiency. The curriculum will focus on various Indian perspectives, methodologies, and cases.

LEARNING OUTCOMES:

On successful completion of the course, the learner will be able to:

- Comprehend the essence of management and explicate the roles and responsibilities encompassed within the functions of management.
- Develop an understanding of different approaches to designing organisational structures.
- Comprehend the significance of personality traits, learning processes, and emotional states in workplace dynamics.
- Acquire knowledge and comprehension of motivation, leadership, power, and conflict concepts.
- Gain a comprehensive understanding of the fundamental principles of group behavior and the framework for organisational change and development.

DETAILED SYLLABUS:

Unit No.	Unit Name	Topics (# Lectures)	
1.1.	Orientation to Management	⊙ *Concept of Management; Levels of Management* ⊙ *Management as an Art, Science, or Profession* ⊙ *Universality of Management* ⊙ *Managerial Functions* ⊙ *Managerial Roles by Henry Mintzberg*	***#10 lectures***
1.2.	Evolution of Management Theory	⊙ *Classical Era (Scientific Management: F.W. Taylor, Administrative Management: Henri Fayol)* ⊙ *Neo-Classical Era (Human Relations Approach: Elton Mayo and the Hawthorne Experiment)* ⊙ *Modern Era (Systems Approach and Contingency Approach)* ⊙ *Insights from Indian Practices and Ethos* ⊙ *Basic forms of Business Ownership – Sole Proprietorship, Partnership, Joint Stock; Special forms of ownership: Franchising, Licensing, Leasing*	
2.1.	Planning, Forecasting & Decision-Making	⊙ *Concept of Planning* ⊙ *Types of Plans and the Planning Process, Planning Premises, Limitations of Planning* ⊙ *Concept of Management by Objectives (MBO); Steps in implementing MBO* ⊙ *Concept of Forecasting and Techniques of Forecasting* ⊙ *Concept of Decision-Making; Types of decisions* ⊙ *Rational Decision-Making Process*	***#26 lectures***

2.2.	Organising	⊙ *Concept of Organising* ⊙ *Organisational Structures: Traditional and Contemporary* ⊙ *Concept of Departmentation; Bases of Departmentation* ⊙ *Concept of Delegation and Decentralization* ⊙ *Factors affecting the extent of Decentralization* ⊙ *Process and Principles of Delegation*	
2.3.	Control	⊙ *Concept of Control* ⊙ *Functions of Control* ⊙ *Process and Types of Control*	
3.1.	Orientation to Organisational Behavior	⊙ *Concept of Organisational Behavior (OB)* ⊙ *Contributing Disciplines of OB; Importance of OB*	***#20 lectures***
3.2.	Personality	⊙ *Concept of Personality; Determinants of Personality* ⊙ *Concept of Myers-Briggs Type Indicator (MBTI)*	
3.3.	Perception	⊙ *Concept of Perception; Factors that influence Perception* ⊙ *Nature of Perception; Process of Perception*	
3.4.	Learning	⊙ *Concept of Learning* ⊙ *Theories of Learning: Classical Conditioning; Operant Conditioning; Social Learning* ⊙ *Reinforcement*	
3.5.	Motivation	⊙ *Concept of Motivation* ⊙ *Need, Content, and Process theories of Motivation* ⊙ *Contributions of Maslow; McGregor; Herzberg, Vroom and Adam*	
3.6.	Leadership	⊙ *Concept of Leadership* ⊙ *Leadership Theories: Trait; Behavioural (Ohio State Studies); Contingency (SLT)* ⊙ *Contemporary Leadership Issues: Charismatic, Transformational Leadership*	
4.1.	Groups & Teams	⊙ *Concept of Groups and Teams* ⊙ *Types of Teams* ⊙ *Difference between Groups and Teams* ⊙ *Stages of Group Development* ⊙ *Group Cohesiveness*	***#8 lectures***
4.2.	Conflict	⊙ *Concept of Conflict* ⊙ *Conflict: Sources; Types; Stages of conflict* ⊙ *Management of Conflict (Conflict resolution techniques)*	
5.1.	Organisational Culture	⊙ *Concept of Organisational Culture* ⊙ *How employees learn Organisational Culture*	***#8 lectures***
5.2.	Organisational Change & Stress	⊙ *Concept of Organisational Change* ⊙ *Concept of Resistance to change; Managing resistance to change, Implementing Change* ⊙ *Kurt Lewin's Theory of Change* ⊙ *Concept of Stress* ⊙ *Causes of Stress and coping strategies*	

SUGGESTED TEXTBOOKS/ READING MATERIALS:

1. *Gilbert: Principles of Management, McGraw Hill.*
2. *Greenberg Jerald and Baron Robert A.: Behavior in Organizations: Understanding and Managing The Human Side of Work, Prentice Hall of India.*

3. *Kaul Vijay Kumar, Business Organization& Management - Text and Cases, Pearson.*
4. *Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.*
5. *Kavita Singh: Organisational Behaviour, Vikas Publication.*
6. *Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.*
7. *Luthans Fred: Organisational Behaviour, Tata McGraw Hill.*
8. *Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. – Organisational Behaviour; Tata McGraw Hill.*
9. *Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.*
10. *Richard L. Daft: Principles of Management, Cengage Learning India.*
11. *Robbins Stephen P: Organisational Behaviour, Pearson.*
12. *Stephen P. Robbins & Mary Coulter: Management, Pearson.*
13. *Stoner &Wankel: Management, Prentice Hall of India.*
14. *Y.K. Bhushan: Fundamentals of Business Organization& Management, Sultan Chand & Sons.*