

**GANPAT UNIVERSITY**

## FACULTY OF MANAGEMENT STUDIES

|                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------|---------|-------------------------------------------------|-----------|-----|--------|-------|
| Programme                                                                                                                                                                                                                                                                                                 | Master of Business Administration                                                                                                                                                                                                                                                                                                                                                                                                                          |    |                  |         | Branch/Spec.                                    | ---       |     |        |       |
| Semester                                                                                                                                                                                                                                                                                                  | I                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    |                  |         | Version                                         | 1.0.0.0   |     |        |       |
| Effective from Academic Year                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  | 2026-27 | Effective for the Batch admitted in             |           |     | Jul-26 |       |
| Course Code                                                                                                                                                                                                                                                                                               | ICC501MPO                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    | Course Name      |         | Management Process and Organisational Behaviour |           |     |        |       |
| Teaching Scheme                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         | Examination Scheme (Marks)                      |           |     |        |       |
| (Per week)                                                                                                                                                                                                                                                                                                | Lecture (DT)                                                                                                                                                                                                                                                                                                                                                                                                                                               |    | Practical (Lab.) |         | Total                                           |           | CCE | SEE    | Total |
|                                                                                                                                                                                                                                                                                                           | L                                                                                                                                                                                                                                                                                                                                                                                                                                                          | TU | P                | TW      |                                                 |           |     |        |       |
| Credit                                                                                                                                                                                                                                                                                                    | 3                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0  | 0                | 0       | 3                                               | Theory    | 50  | 50     | 100   |
| Hours                                                                                                                                                                                                                                                                                                     | 3                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0  | 0                | 0       | 3                                               | Practical | -   | -      | -     |
| Pre-requisites                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| ---                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| Course Objective                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| To develop students' understanding of management processes and Organisational behaviour and enable them to apply managerial principles, analyse individual and group behaviour, and effectively manage leadership, teamwork, conflict, and Organisational change for improved Organisational performance. |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| Course Outcomes                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| On successful completion of the course, the students will be able to:                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| CO1                                                                                                                                                                                                                                                                                                       | Explain fundamental management theories, principles and functions relevant to contemporary business.                                                                                                                                                                                                                                                                                                                                                       |    |                  |         |                                                 |           |     |        |       |
| CO2                                                                                                                                                                                                                                                                                                       | Apply managerial tools and techniques to improve planning, organizing, directing and controlling.                                                                                                                                                                                                                                                                                                                                                          |    |                  |         |                                                 |           |     |        |       |
| CO3                                                                                                                                                                                                                                                                                                       | Analyse individual and group behaviour in Organisational settings for enhanced productivity.                                                                                                                                                                                                                                                                                                                                                               |    |                  |         |                                                 |           |     |        |       |
| CO4                                                                                                                                                                                                                                                                                                       | Evaluate leadership, team dynamics, conflict and change management processes for Organisational effectiveness.                                                                                                                                                                                                                                                                                                                                             |    |                  |         |                                                 |           |     |        |       |
| Theory Syllabus                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| Unit                                                                                                                                                                                                                                                                                                      | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                    |    |                  |         |                                                 |           |     |        | Hrs.  |
| 1                                                                                                                                                                                                                                                                                                         | Meaning, nature, scope and importance of management, Management as a profession, Evolution of management thought: Classical, Behavioural, Quantitative, Systems & Contingency approaches, Managerial roles and skill, Planning: Nature, process, types of plans, barriers to planning, Management by Objectives (MBO) and Decision making process and tools (SWOT, Forecasting).                                                                           |    |                  |         |                                                 |           |     |        | 10    |
| 2                                                                                                                                                                                                                                                                                                         | Organizing: Concept, process, principles, Departmentation, delegation, authority, power, centralization vs decentralization, Staffing: manpower planning, recruitment, selection, training & development, Directing: Motivation, leadership styles & theories (Trait, Behavioural, Contingency), Communication – process, types, barriers and effective communication and Controlling: Steps, types, control tools & techniques (budgets, KPI dashboards). |    |                  |         |                                                 |           |     |        | 10    |
| 3                                                                                                                                                                                                                                                                                                         | Organisational Behaviour: Concept, significance and multidisciplinary nature, Individual differences: Personality, perception, attitudes, learning, Motivation: Content (Maslow, Herzberg), Process (Vroom, Equity), contemporary theories, Emotional Intelligence & its managerial relevance, Organisational Culture & Climate and Organisational Effectiveness and OB applications.                                                                      |    |                  |         |                                                 |           |     |        | 15    |
| 4                                                                                                                                                                                                                                                                                                         | Group dynamics: Types, stages of group development, group decision-making, Teamwork: Types, team performance factors, Power, politics and influence tactics, Conflict: Sources, types, functional vs dysfunctional conflict, resolution techniques, Organisational change: need, resistance, planned change & OD interventions and Stress management and healthy work environments.                                                                        |    |                  |         |                                                 |           |     |        | 10    |
| Practical Content                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |
| Evolution of Management: Teaching management through Indian Mythology (Videos of Devdutt Pattanaik, Self-learning mode                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |                  |         |                                                 |           |     |        |       |

| Text Books      |                                                                                                                                                                                                                                                                               |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TB1             | Coulter, M., Fernández, A., & Robbins, S. P. (2018). <i>Management</i> . Pearson Education.                                                                                                                                                                                   |
| TB2             | Newstrom, J. W. (2017). <i>Organisational behavior: Human behavior at work</i> . Tata McGraw-Hill Education.                                                                                                                                                                  |
| Reference Books |                                                                                                                                                                                                                                                                               |
| 1               | Aswathappa, K. (n.d.). <i>Organisational behaviour: Text and cases</i> (12th rev. ed.). Himalaya Publishing House.                                                                                                                                                            |
| 2               | Drucker, P. F. (1983). <i>Innovation and entrepreneurship</i> . Harper & Row.                                                                                                                                                                                                 |
| 3               | Hodgetts, R. M. (1993). <i>Management</i> . Academic Press.                                                                                                                                                                                                                   |
| 4               | Sarma, V. S. (2009). <i>Organisational behaviour</i> . Jaico Publishing House.                                                                                                                                                                                                |
| 5               | Singh, K. (2010). <i>Organisational behavior</i> . Pearson.                                                                                                                                                                                                                   |
| 6               | Koontz, H., Weihrich, H., & Cannice, M. V. (2020). <i>Essentials of management</i> . McGraw-Hill Education.                                                                                                                                                                   |
| 7               | Hersey, P., & Blanchard, K. H. (2009). <i>Management and Organisational behavior</i> . PHI Learning.                                                                                                                                                                          |
| 8               | Subba Rao, P. (2017). <i>Management and Organisational behaviour</i> . Himalaya Publishing House.                                                                                                                                                                             |
| ICT/MOOCs       |                                                                                                                                                                                                                                                                               |
| 1               | Understanding Organisational Behaviour By Sanjay Singh<br><a href="https://onlinecourses.swayam2.ac.in/e-learning/preview/imb24_mg47">https://onlinecourses.swayam2.ac.in/e-learning/preview/imb24_mg47</a>                                                                   |
| 2               | Organisation Behaviour By Prof.(Dr.) Vishal Kumar, Principal, Sri Aurobindo College of Commerce and Management, Ludhiana<br><a href="https://onlinecourses.swayam2.ac.in/e-learning/preview/cec22_ge25">https://onlinecourses.swayam2.ac.in/e-learning/preview/cec22_ge25</a> |
| 3               | Principles of Management By Prof. Vishal Kumar Laheri<br><a href="https://onlinecourses.swayam2.ac.in/e-learning/preview/ini24_mg01">https://onlinecourses.swayam2.ac.in/e-learning/preview/ini24_mg01</a>                                                                    |

Note: Version 1.0.0.0 (First Digit= New syllabus/Revision in Full Syllabus, Second Digit=Revision in Teaching Scheme, Third Digit=Revision in Exam Scheme, Forth Digit= Content Revision), L=Lecture, TU=Tutorial, P= Practical/Lab., TW= Term work, DT= Direct Teaching, Lab.= Laboratory work, CCE= Continuous and Comprehensive Evaluation, SEE= Semester End Examination.

| Mapping of CO with Programme Outcomes (PO) and Programme Specific Outcomes (PSO) |     |     |     |     |     |     |     |      |      |      |
|----------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|------|------|------|
|                                                                                  | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PSO1 | PSO2 | PSO3 |
| CO1                                                                              | 3   | 2   | 0   | 1   | 0   | 0   | 0   | 1    | 0    | 1    |
| CO2                                                                              | 3   | 3   | 1   | 1   | 2   | 0   | 2   | 1    | 2    | 3    |
| CO3                                                                              | 2   | 3   | 2   | 0   | 3   | 1   | 0   | 2    | 0    | 3    |
| CO4                                                                              | 2   | 3   | 3   | 1   | 3   | 3   | 1   | 2    | 0    | 3    |

3= High/substantial correlation; 2 = Medium/moderate correlation; 1= Low/slight correlation; 0= No correlation