



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (PT), 1st Semester
Subject Name: Management Concepts & Organizational Behaviour
Subject Code: 5519902

With effective
 from academic
 year 2021-22

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Understand</i> the fundamental concepts and principles of management; the basic roles, skills, and functions of management. • <i>Describe</i> Organizational Behavior and differentiate between the three levels of influence – individual, group and organization. • <i>Discuss and debate</i> appropriateness of different business communication tools, along with the necessary protocols to be observed
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Describe</i> how individual personality and behavior impacts professional work experience. • <i>Produce</i> different types of reports with appropriate format, order and language. • <i>Create and explain</i> the rationale for one and two-page resumes.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Discuss</i> the impact that diversity of race, gender, ability, religion, and age has on the workplace. • <i>Discuss</i> the impact organizational culture has on individuals and the workplace • <i>Distinguish</i> the different communication styles and habits across cultures.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Compare</i> and contrast the influence of leadership styles on employee motivation and satisfaction. • <i>Demonstrate inappropriate and socially insensitive</i> communication (written and oral); and recommend best practices for the same
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Discuss and propose</i> solutions for issues of conflict negotiation, stress, power and politics in a given situation • <i>Evaluate</i> personal communication, verbal and non-verbal, formal and informal, to identify specific areas for improvement
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Examine</i> group types and team working techniques. • <i>Compare</i> leadership styles of contemporary business leaders. • <i>Simulate</i> a business situation and prepare applicable business communications (group activity).

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
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LO1: <i>Understand</i> the fundamental concepts and principles of management; the basic roles, skills, and functions of management.	3	3	3	2	2	2	2	1	3
LO2: <i>Describe</i> organizational behavior and differentiate between the three levels of influence – individual, group and organization.	3	1	-	2	1	2	1	1	3
LO3: <i>Discuss and debate</i> appropriateness of different business communication tools, along with the necessary protocols to be observed	3	3	1	2	1	2	2	1	3
LO4: <i>Describe</i> how individual personality and behavior impacts professional work experience.	2	1	1	2	-	1	1	1	1
LO5: <i>Produce</i> different types of reports with appropriate format, order and language	3	1	-	2	1	1	1	3	2
LO6: <i>Create and explain</i> the rationale for one and two-page resumes.	1	1	1	2	-	-	-	-	1
LO7: <i>Discuss</i> the impact that diversity of race, gender, ability, religion, and age has on the workplace.	1	1	1	1	3	-	2	1	1
LO8: <i>Discuss</i> the impact organizational culture has on individuals and the workplace	1	1	1	1	3	-	2	1	1
LO9: <i>Distinguish</i> the different communication styles and habits across cultures.	3	1	1	1	3	1	-	1	1
LO10: Compare and contrast the influence of leadership styles on employee motivation and satisfaction.	1	1	1	1	2	-	3	1	1
LO11: Demonstrate inappropriate and socially insensitive communication (written and oral); and	1	1	-	2	1	2	3	1	1



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recommend best practices for the same									
LO12: <i>Discuss and propose</i> solutions for issues of conflict negotiation, stress, power and politics in a given situation	1	1	2	3	-	-	-	1	1
LO13: <i>Evaluate</i> personal communication, verbal and non-verbal, formal and informal, to identify specific areas for improvement	2	-	1	3	-	1	-	1	2
LO14: <i>Examine</i> group types and team working techniques	1	-	2	2	-	3	-	-	-
LO15: <i>Compare</i> leadership styles of contemporary business leaders	1	2	2	1	1	3	-	-	-
LO16: <i>Simulate</i> a business situation and prepare applicable business communications (group activity).	2	2	1	3	-	3	-	1	1

2. Course Duration: The course duration is of **40 sessions of 60 minutes** each.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Foundations of Management: <ul style="list-style-type: none"> Define Management, Management - Science or Art Management and Administration Various Approaches to Management - Japanese Management, U.S. and European Management, and Indian Management Systems Modern Management thinkers - Frederick W. Taylor, Henri Fayol, Peter Drucker Types of Business Organization, overview of management process. 	9	16
II	Functions of Management: <ul style="list-style-type: none"> Management -Roles and Responsibilities Planning & Organizing: <ul style="list-style-type: none"> Significance, Steps and limitations of Planning Types of plans, MBO 	11	18



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	<ul style="list-style-type: none"> Organization design, Structure - its determinants & its types (from Line to Matrix, Project, Virtual Organization) Span of Control, Line and Staff relations, Authority, Delegation and Decentralization, Departmentation <p>Directing and Controlling:</p> <ul style="list-style-type: none"> Effective Directing Difference between leader and manager Leadership styles and Leadership theories Contemporary issues in leadership practices Elements of Managerial Control, Management Control Techniques Effective Control Systems, Financial and non-financial control 		
III	<p>Organisational Behaviour (OB):</p> <ul style="list-style-type: none"> Understanding OB Models of OB Disciplines contributing to the field of OB Elton Mayo (Hawthorne experiment) Groups & Team dynamics. <p>Motivation:</p> <ul style="list-style-type: none"> Concept, features of motivation Content & Process theories of Motivation - Douglas McGregor, Abraham Maslow, Herzberg's two factor theory, McClelland's Human Motivation Theory. 	10	18
IV	<p>Effective Management and Communications:</p> <ul style="list-style-type: none"> Perception, Attitude, and Personality Change Management & Stress Management Conflict Management & Negotiation, Organization Power & Politics Organisation Culture and climate in global work environment. <p>Communication:</p> <ul style="list-style-type: none"> Communication Process, Channels, Types and Barriers of communication Listening as a part of effective communication Business etiquettes Guidelines to effective written Communication –Letters & Job Applications, Memorandum, Office Orders, Report-writing, Modern Forms of Communication: - e-mails, use of social media, video conferencing and Teleconferences, PowerPoint presentations 	10	18
V	<p>Practical</p> <p>Case studies on Leadership Styles & Motivation,</p>	---	(30 Marks CEC)



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	Study on monetary and non-monetary motivation given to employees at all levels, Assigning group & team building exercises, Project/ Presentation on any of the following -Circulars, Drafting Notices, Handling Complaints, Formal Invitations, Captions for Advertising, Company Notice related Shares/dividends, Minutes of Meetings, technical and non-technical reports, Use of google groups and google sheet, Preparing job applications.		
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4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Tripathy PC And Reddy PN	Principles of Management	Tata McGraw-Hill	Latest Edition
2	Prasad L.M.	Principles and Practice of Management	Sultan Chand	1996
3	Stephen Robbins	Organizational Behavior	Pearson Education	13th or Latest Edition
4	Stephen P. Robbins, Timothy A. Judge and Seema Sanghi	Essential of Organizational Behavior	Pearson Education	10 th or latest



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5	Luthans Fred	Organizational Behavior	McGraw Hill Higher Education	12 th or Latest
6	Wehrich Heinz and Koontz Harold Management	A Global and Entrepreneurial Perspective	McGraw Hill Higher Education	12 th Edition, 2008 or latest
7	Raymond V. Lesikar	Business Communication	McGraw- Hill	11th, Latest Edition
8	Meenakshi Raman & Prakash Singh	Business Communication	Oxford University Press	Latest Edition
9	K. Aswathappa	Organizational Behaviour	Himalaya	Latest Edition
10	Margi Parikh & Rajan Gupta	Organizational Behavior	McGraw-Hill	2010, Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. Journal of Organizational Behaviour
2. Organizational behavior & Human Decision processes
3. Harvard Business Review
4. Journal of Management
6. "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, and Effective Executive