**SEMESTER I**

**Course Code : 0202300302**

**Course Title : Leading & Managing Organization**

**Credit : 4**

**Duration : 40 hrs.**

**Course** **Description:**

Managing is also often associated with leading. Leading and managing people comes with many responsibilities and challenge. Ensuring that employees are motivated is a delicate balance between knowing when to intervene and knowing when to let them fly on their own. A good manager is someone who finds the right mix to accomplish the goals set by the organization. Leaders can inspire employees to do their best because they foster a stimulating working environment that thrives on collaboration and within which people feel valued and appreciated. To lead the team, group and organization in the implementation of more effective strategy and action. How to influence others without relying on formal power and authority, negotiate and make effective decisions in uncertain and complex environments, as well as how to build and utilize Human capital. Finally, to develop skills that enable you to manage organizational boundaries, initiate and drive organizational change, and align people and organizational processes in ways that enable your organization to thrive in today's dynamic, competitive, and global marketplace.

**Course Outcome:**

|  |  |  |  |
| --- | --- | --- | --- |
| **CO Code** | **Course Outcome: Student will be able to-** | **Cognition** | **Remarks** |
| 0202300302.1 | Interpreting management functions and processes | L4 – Analysing |  |
| 0202300302.2 | Appraising current practices and contemporary developments in general management. | L5 – Evaluating |  |
| 0202300302.3 | **Inspecting the HR systems and processes that can help organizations to manage their employees** | L4 – Analysing |  |
| 0202300302.4 | **Examining the key HRM issues, including the recruitment and selection of Staff, their training and development, and the way their work performance can be assessed and rewarded in the context of both large and small organizations** | L5 – Evaluating |  |
| 0202300302.5 | Developing Individual and Interpersonal competences for effective people management | L6– Creating |  |
| 0202300302.6 | Investigating group behaviour and **organizational dynamics for** organizational effectiveness | L5 – Evaluating |  |

**Mapping COs with POs**

**Scale** 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **COs / POs** | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO5** |
| 0202300302.1 | 3 | 2 | 1 | 1 | - |
| 0202300302.2 | 2 | 3 | 2 | 1 | 2 |
| 0202300302.3 | 2 | 2 | 3 | 1 | 3 |
| 0202300302.4 | 3 | 3 | 2 | 2 | 3 |
| 0202300302.5 | 2 | 3 | 2 | - | 2 |
| 0202300302.6 | 2 | 3 | 2 | 2 | 3 |
| **CO** | 2.33 | 2.66 | 2 | 1.4 | 2.6 |
| **CO EQ** | **2** | **3** | **2** | **1** | **3** |

**Content:**

**Module I: ( 20 hrs)**

* Introduction to Management, Management functions & Processes
* Organizations in the New Economy, Managers in the New Workplace
* Planning and Managerial Decision Making
* Organising & Designing jobs
* Leadership Strategies for contemporary organizations
* Managerial Control process, Types & Techniques
* Relationship between competitive Business Environment and HRM
* Talent Acquisition & Management
* Performance Management & Development,
* Compensation & Benefits Management

**Module II ( 20 hrs)**

* Managerial Implications of Personality, Perception & Attitude at work
* Motivation: Implications for Managers
* Group and Team Dynamics, Characteristic of High-Performance Teams
* Transactional Analysis & Interpersonal Skills
* Conflict Management Strategies & techniques
* Perspective of power in organization
* Stress Management & Wellness at Work

**Session Plan**

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| --- | --- | --- | --- | --- |
| **Session** | **Topics** | **Case Study / Class Activity** | **Topics Mapped with CO** | **Cognition** |
| **1** | Introduction to management, Importance of Management, Functions of Managers | Video on Steve Jobs | 0202300302.1 | L4 – Analyzing |
| **2** | Skills & Roles of Managers | 1. Devils in the deep sea 2. Activity on Managerial Skills | 0202300302.1 | L4 – Analyzing |
| **3,4 & 5** | Evolution of Management Thoughts |  |  |  |
| **6** | New & Old Economy |  | 0202300302.2 | L5 -  Evaluating |
| **7 &8** | Planning, levels of Planning & Strategic Planning Process | Case on Star Bucks Strategic Planning | 0202300302.1, 0202300302.2 | L4-Analysing, L5-Evaluating |
| **9 & 10** | Organizing Function, Elements of Organizing, types of Organization Structure | GE: Mechanistic to Organic Structure | 0202300302.1, 0202300302.2 | L4-Analysing, L5-Evaluating |
| **11** | Leadership, Styles of Leadership & Leading for High performance | 1. Article Study on Leaders in the contemporary businesses 2. Leadership Lessons: Video | 0202300302.1, 0202300302.2 | L4-Analysing, L5-Evaluating |
| **12** | Managerial Control Process, Types of Control, Control Techniques | Wal Mart: Effective Control Processes | 0202300302.1, 0202300302.2 | L4-Analysing, L5-Evaluating |
| **13** | Internal Evaluation -I |  |  |  |
| **14** | Human Resource Management- Introduction | Case Study - Plight of an Intelligent Management Trainee | 0202300302.1,  0202300302.3 | L3 - Analysing |
| **15** | Human Resource Acquisition- Introduction to Recruitment & Selection, Recruitment & Selection Process | Article: Eight Recruiting and Hiring Mistakes | 0202300302.3,  0202300302.4 | L3 - Analysing |
| **16** | Introduction to Performance Management, Modern Methods of Appraisal | Case Study- Performance Management at Titan Industries Ltd. | 0202300302.3,  0202300302.4 | L3 - Analysing |
| **17** | Compensation & Benefits Management- Introduction, Components of Employee Compensation | Exercise | 0202300302.3,  0202300302.4 | L3 - Analysing |
| **18** | Internal Evaluation- II |  |  |  |
| **19** | Introduction to OB |  | 0202300302.5 | L3 - Analysing |
| **20** | Personality & Personal Effectiveness- Introduction to Personality, Big 5 Model, Major Personality Attributes influencing OB | 1. Case Study : Personality Profiling of Mark Zuckerberg 2. Personality C) Testing | 0202300302.5 | L3 - Analysing |
| **21** | Perception & Individual Decision Making- Overview of Perception, Attribution Theory, Perception and Individual Decision Making | Video & Discussions | 0202300302.5 | L6 – Creating |
| **22** | Attitude, Values and Job Satisfaction – Defining Attitude, Components of Attitude, Attitude & Behaviour Relationship, Major Job Attitudes | Exercise | 0202300302.5 | L6 - Creating |
| **23** | Motivation Concepts and Application: Defining Motivation, Theories of Motivation, Maslow, Mc Gregor, McClelland, Herzberg | Case study-Kellogs Motivational Strategies | 0202300302.5 0202300302.6 | L5-Evaluating, L6– Creating |
| **24** | Foundations of Group Behaviour, Group Development Process, Understanding Work Team Effectiveness | 1. Video 2. Activity on Group and Team | 0202300302.6 | L5-Evaluating, |
| **25** | Building Interpersonal Relationship, Transactional analysis | Ego Analysis Inventory | 0202300302.5 0202300302.6 | L5-Evaluating, L6– Creating |
| **26** | Power & Politics, Bases of Power, Implications for Managers | * Case let: Corporate Spying * Delegate Power or Keep it Close | 0202300302.6 | L5-Evaluating |
| **27** | Conflict & Negotiation Management, Conflict Management Techniques | Role Play | 0202300302.6 | L5-Evaluating |
| **28** | Internal Evaluation- III |  |  |  |
| **29** | Stress management & wellness at work | Article study | 0202300302.5 0202300302.6 | L5-Evaluating, L6– Creating |
| **30, 31&32** | Presentations |  |  |  |

**Textbook:**

1. Management Theory and Practice - Dr. P Subba Rao & Venkatram Tej Kumar,

(Text & Cases) Himalaya Publis hing House, 2nd Edition, 2014

**Reference Books:**

1. New Era of Management - Richard L. Daft, CENGAGE Publisher, 2nd edition, Reprint- 2012

2. Principles of Management - P C Tripathi & P N Reddy, Tata McGraw Hill, 5th Edition, 2012

3. Essential of Management - An International, - Harold Koontz & Heinz Weihrich, Tata

Innovation, & Leadership Perspective McGraw Hill, 10th Edition, 2015.

4. Management & Organizational Behaviour - Ramesh B Rudani, Tata Mac Graw Hill, 1st Edition, 2011

5. Human Resource Management – Gary Dessler & Biju Varkkey, Pearson, 14th Edition, 2016

6. Human Resource Management – - Sharon Pande & Swapnalekha Basak, Vikas Text & Cases Publishing House Pvt. Ltd., 2nd Edition, 2015

7. Human Resource Management - Seema Sanghi, Vikas Publishing House Pvt. Ltd., 1st Edition, 2014.

8. Human Resource Management – - A. Din Pangotra, Asian Books Pvt. Ltd., with Practical Up-Gradation 1st Edition, 2013

9. Organizational Behaviour – Text & Cases - Kavita Singh, Vikas Publishing House Pvt. Ltd., 3rd Edition, 2015.

10. Organizational Behaviour – A Modern - Arun Kumar & N Meenakshi, Vikas Approach Publishing House Pvt. Ltd., 1st Edition, 1st Reprint 2014.

**E Books:**

<http://open.lib.umn.edu/principlesmanagement/>

<http://www.freebookcentre.net/business-books-download/Introduction-to-Principles-of-Management.html>

<https://bookboon.com/en/management-organisation-ebooks>

<https://learnmgt.weebly.com/ebooks.html>

<https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=30>

<http://bookboon.com/en/organisational-behaviour-ebook>

<https://www.free-ebooks.net/ebook/Management-and-Organization-Behavior>

<http://bba12.weebly.com/uploads/9/4/2/8/9428277/organizational_behavior_15e_-stephen_p_robbins__timothy_a_judge_pdf_qwerty.pdf>

<http://www.saylor.org/books>

<https://bookboon.com/en/hrm-ebooks>

<https://www.ciphr.com/features/seven-best-hr-ebooks/>

<http://www.e-booksdirectory.com/listing.php?category=439>