

<b>19BAU111</b>	<b>FUNDAMENTALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR (Practical)</b>	<b>Semester – I 2H – 1C</b>
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Instruction Hours/ week: L: 0 T: 0 P: 2

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

**COURSE OBJECTIVES:****To make the students**

1. To understand the concept, functions and levels of management and how the different schools of thoughts are integrated into management principles and practices.
2. To know the management functions and its application in business
3. To impart the importance of human behavior and personality to resolve conflict and managing change.
4. To understand the leadership and motivation theories and realise the practical implication in the individual performance and organization behavior.
5. To realise the importance of groups and teamwork and managing of conflict between the members of the organization.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concepts of management and the functions of management.
2. Execute the managerial functions of planning, organizing and controlling in a variety of circumstances.
3. Assess the impact of the personality traits and their perception in day to day performance.
4. Exhibit the leadership skills whenever required and work in groups and teams by motivating and resolving conflict arising in groups and adapting to change.
5. Understand and exhibit the communication skills to convey the thoughts and ideas to the individuals and group.

**UNIT I School of Management thoughts and Forms of organization :**

1. Prepare a mind mapping for the school of management thoughts in a chart
2. Analyse a case study to understand the types of Business organization

**UNIT II Management Functions :**

3. Analyse a case study to understand the concept of planning
4. Role play to understand the concept of organizing

**UNIT III Organizational behavior and Personality:**

5. Analyse a case study to understand the concept of attitude
6. Psychometric test to understand the individual personality

#### **UNIT IV      Learning, Motivation and Leadership Theories :**

7. Presentation of Book Review / Movie related to Motivation / Leadership
8. Analyse a Case study to understand the learning style of the individuals

#### **UNIT V Group, Teams, Conflict and Organizational change**

9. Team building activity Group to understand concept of Teams
10. Role play to understand Conflict
11. Analyse a Case study on Organizational change

#### **List of Movies:**

1. Twelve Angry Men
2. Roshoman by Kurosawa
3. Facebook
4. Wallstreet
5. Pursuit of happiness
6. The Godfather Trilogy
7. Citizen Kane
8. It's a Wonderful Life
9. Office Space
10. The Social Network
11. Back to School
12. Thank You for Smoking
13. The Intern
14. Glengarry Glen Ross
15. The Wolf of Wall Street
16. Enron — The Smartest Guys in the Room
17. Inside Job
18. Barbarians at the Gate
19. The Big Kahuna
20. Jerry Maguire

#### **List of Books:**

1. The Hound of the Baskervilles by Arthur Conan Doyle
2. Five Little Pigs by Agatha Christie
3. Fortune At The Bottom Of The Pyramid, Author: C.K.Prahlad
4. The Shadow Lines, Amitav Ghosh
5. Moneyball: The Art of Winning an Unfair Game, Author: Michael Lewis
6. How to Win Friends and Influence People, Author: Dale Carnegie
7. Straight from the Gut, Jack Welch
8. The Seven Habits of Highly Effective People, Stephen R. Covey,
9. Think and Grow Rich, Napoleon Hill
10. The Alchemist, Paulo Coelho
11. Who moved my cheese, Spencer Johnson
12. How to stop worrying and start living, Dale Carnegie

13. Emotional Intelligence: Why It Can Matter More Than IQ, Daniel Goleman
14. The Secret, Rhoda Byrne
15. The power of positive thinking, Norman Vincent Peale
16. The Monk who sold his Ferrari, Robin S. Sharma
17. *True North: Discover Your Authentic Leadership*, Bill George,
18. Getting to Yes: Negotiating Agreement Without Giving In  
Roger Fisher and William L. Ury
19. Orbiting the Giant Hairball: A Corporate Fool's Guide to Surviving with Grace  
Gordon MacKenzie
20. Blue Ocean Strategy: How to Create Uncontested Market Space and Make the  
Competition IrrelevantW. Chan Kim and Renée Mauborgne
21. Zero to One: Notes on Startups, or How to Build the Future  
Peter Thiel
22. Conscious Capitalism: Liberating the Heroic Spirit of Business  
John Mackey and Raj Sisodia
23. First, Break All The Rules: What the World's Greatest Managers Do Differently  
Marcus Buckingham and Curt Coffman
24. Built to Last, Jim Collins
25. Soul of a New Machine, Tracy Kidder

Ex no 1

## **Mind Mapping on School of Management thoughts**

Date :

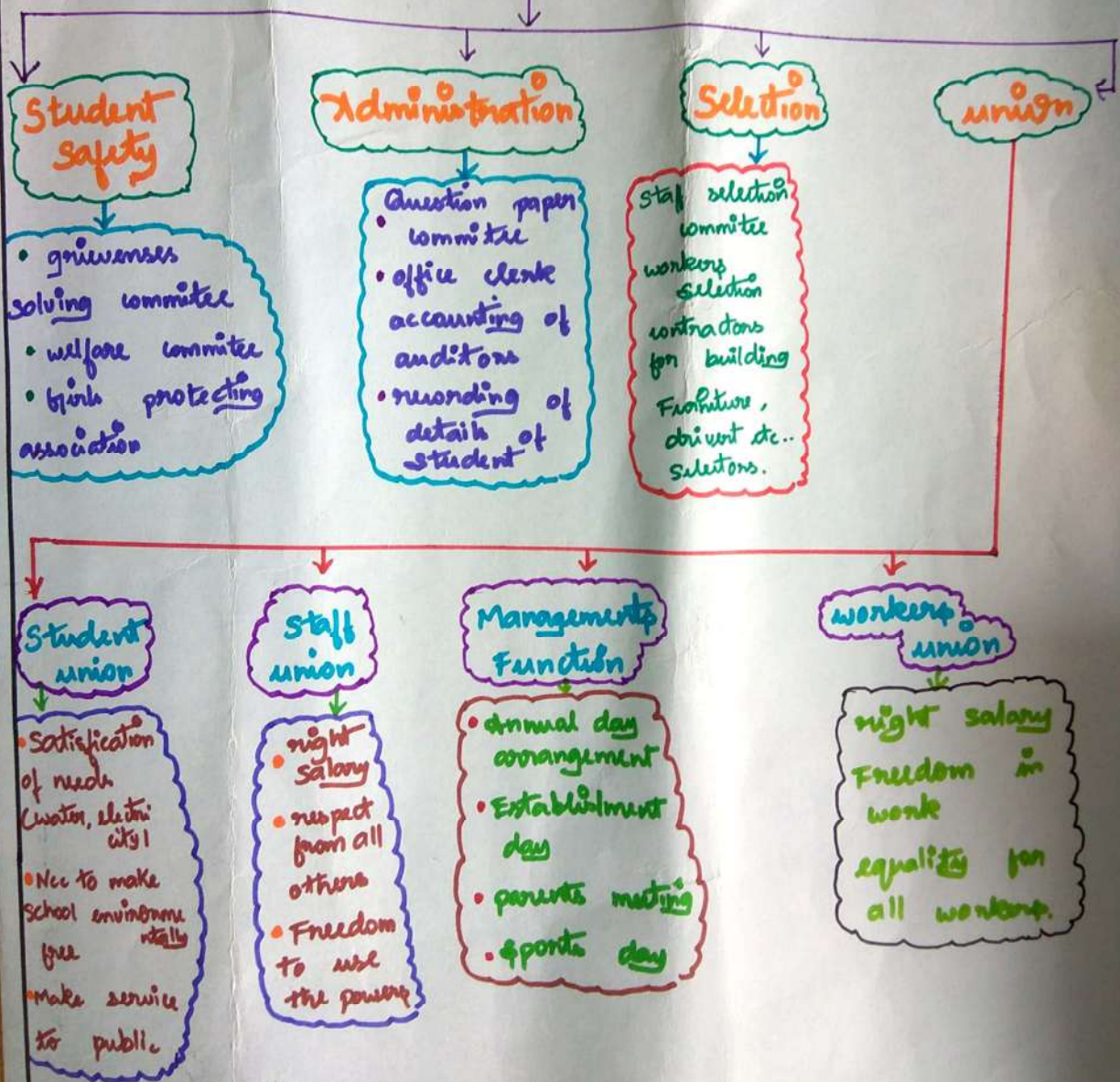
Aim : Prepare a mind mapping on school of Management Thoughts

Preocedure :

Step 1 : To draw the different types of management thoughts in a chart

Step 2 : To give different colors to different circle

# School of management thought.



Ex No 2

Date :

**Case study on types of Business Organization**

Dulip's business had been operating successfully for two years when he decided to expand. He wanted his business to grow so that he could eventually bring his two sons in to the business. 'I need to start using the timber I cut to make furniture and other products. That will allow me to add value to the natural products that I produce,' he explained to his family. Dulip realized that he would need much more capital to build a furniture making factory. Although his business was profitable, it was not making enough surplus to pay for extra cost involved. 'Why you don't ask one of your friend to invest in your business?' asked Maria his wife. This would mean that you don't have to borrow so much from the bank.

Dulip thought about this and replied, 'I could do this and also ask them to help me manage the business. I am not sure that I could carry all of the management responsibility. I may consider making my business a legally recognized business – called a company –

because this would be easier to leave to our sons and offer some protection for our savings.'

1. Would you advice Dulip to involve his friend in the business? Explain your answer.
2. What benefit does Dulip think a 'company' will offer to him?
3. Would you advise Dulip to convert his business into a partnership? Explain possible pros and cons before giving your recommendation.

## **Solutions**

1. Would you advice Dulip to involve his friend in the business? Explain your answer.

Yes, I would recommend Dulip to make his business as a Partnership company. This will help him to generate money for his business instead of getting bank loan.

2. What benefit does Dulip think a 'company' will offer to him?

Profit Sharing will be the best offer.

3. Would you advise Dulip to convert his business into a partnership? Explain possible pros and cons before giving your recommendation.

Yes, I would recommend Dulip to make his business as a Partnership company.

### **Advantages**

- Capital Investment
- Risk Sharing
- Support for Finance and Administration

### **Disadvantages**

- Sharing of profit
- Authority Sharing

**Ex. No 2****Case study on Planning****Date :**

Two year ago, Madhu completed her degree in food technology. She worked for sometime in a company that manufactured chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same. She set the objectives and the targets and formulated an action plan to achieve the same.

One of her objectives was to earn 10% profit on the amount invested in the first year. It was decided that raw materials like fruits, vegetables, spices, etc. will be purchased on three months credit from farmers cultivating only organic crops. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed Mohan as the Production Manager who decided that exact manner in which the production activities were to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhu informed Mohan about her area wise sales target for different products for the forthcoming quarter. While working on the production table, a penalty of Rs. 100 per day for not wearing caps, gloves and apron was announced.

Quoting lines from the above paragraph, identify and explain the different types of plans discussed.



## **SOLUTION**

The different types of plan discussed above are listed below:

1. Objectives:

“One of her objectives was to earn 10% profit on the amount invested in the first year.”

1. Policy:

“It was decided that the raw materials like fruits, vegetables, spices, etc. will be purchased on three months credit from farmers cultivating only organic crops.”

1. Method:

“The exact manner in which the production activities are to be carried out.”

1. Procedure:

“She also decided to follow the steps required for marketing of the products through her own outlets.”

1. Rule:

“While working on the production Table, a penalty of Rs. 100 per day for not wearing caps, gloves and aprons was announced.”

**Ex. No 5****Case study on Attitude****Date :**

**Scenario:** Barry has noticed that Pinnacle Custom Homes Case isn't the cheerful, pleasant Al place it used to be. Back when he was building six homes a year, everyone appeared to be dedicated to meeting deadlines, controlling costs, and keeping customers highly satisfied. But over the past two years the company has grown to 15 houses and added two new employees. Now it seems like everything is falling through the cracks: Deadlines are missed, mistakes are made on the houses, and work has to be redone. In addition, no one wants to accept responsibility for mistakes, and everyone blames someone else. Barry has also noticed that tempers are shorter, and he even has found himself arbitrating territorial disputes between departmental functions.

Yes, people may have become burned out from the increased work, but Barry had hired additional help in both the office and the field, and had increased salaries to keep pace with the market. But a lot of the fun and spark has gone out of the work, and Barry feels a distinct lack of enthusiasm or camaraderie in the ranks. What is going wrong?

**Solution:**

Most organizations are a reflection of the people in charge. If the top is disorganized, frazzled, and dispirited, then so is the rest of the operation. In addition, the law of entropy ensures that all organizations tend to run down over time and need a periodic rejuvenation. And, like everything else, such rejuvenation has to start at the top.

Barry first needs to ask himself some hard questions. When was the last time he got everyone together to communicate his vision of the company, where it was going, and where it needed to shift resources? Is he good at two-way communication, listening as well as talking? Or has he become so wrapped up in day-to-day operations that he doesn't have time to pay close attention to the needs of his staff?

When Barry hired the two new employees, did he hire them as assistants to the existing personnel, or did he simply toss them into the frying pan to see if they could swim in the hot oil? Did the way he hired them make the existing employees feel insecure about their place in the organization?

Most likely, Barry has not done a good job of communicating his expectations to employees. He can't expect employees to read his mind. He needs written job descriptions, a procedures manual, training, constant supervision, and lots of praise for good work to get outstanding results from employees.

If Barry's employees are less than enthusiastic, the first person Barry needs to work on is himself. He needs to understand the role he plays in setting the agenda and attitudes of the entire organization. Once he's dealt with his own role in creating this problem, then he can address the attitudes and participation of others.

**Ex. No 8****Case study on Learning****Date :**

Ajay, 23 year old, fresh MBA with HR, starts his career as a junior HR executive at Raj Manufacturing House. His boss is a simple B.Com. degree holder with 4 years of handy experience. He does not like Ajay's joining the company and therefore tortures him by different ways. He wants Ajay to resign so he almost harasses him by playing politics in background. Ajay comes to know about this. If you were a consultant, what advice would you give him? What is the reason for the boss' negative behavior?

## **Solutions**

### **1) Problems:**

Two problems have been clearly mentioned in the question 1)The reason for boss' negative behaviour

The problem of Ajay, who is to be consulted.

### **2) Assumptions:**

Here, no information has been given about the background of boss like how he has been as a boss in the past and how has been his score of performance appraisal. Therefore, we assume that the boss has not been a successful one and he generally misbehaved with the juniors. We also assume that Ajay is a hard-working, committed and talented employee.

### **3) Probable reasons' for boss' negative response:**

1) His self-image is low in his own eyes and his perception of looking – glass image in the eyes of Ajay seems to be negative. All these things indicate that his self-esteem is at the lower side right now. He seems to have a perception that this situation is existing due to Ajay and thus, he is behaving negatively.

2) He may be having a perceptual error namely Halo Effect. The MBA degree of Ajay may be its reason.

### **4) Possible solution or advice for Ajay:**

First of all, Ajay should try and find out the “reality” about the boss' real personality by enquiring about it. He should avoid building any wrong negative perception for the boss. Ajay should never leave the job immediately or should restrain from any reaction. The boss may be tasting him too! As many boss adopts this style in the beginning while dealing with an employee to control him in the long run.

**Ex. No: 11**

**Case study on Organizational Change**

**Date :**

The client is a global leader in the provision of threat detection and screening technologies for military, transportation, Homeland Security, and resilience applications. The company needed to consolidate operations and relocate their U.S. headquarters. This involved closing the existing headquarters, retaining or relocating key employees through the move, relocation of numerous operations including customer services, accounting and finance, and research and development laboratories. The objective was to save operating costs and create improved opportunities for customer service and scientific collaboration. PM Solutions was brought in after the project had been initiated; the company had already announced the closures and moves to employees, customers, and public. Cost and savings expectations had been announced to the company board. Additional challenges included:

- Specific state laws regarding human resources notifications
- HQ was moving to one facility, while many services were moving to another
- No down time in customer services was permitted
- Relocation and removal of Hazardous Materials
- A major SAP change was required to accommodate changes in accounting and operations.

**Solution**

Working with the client, key personnel, and various stakeholders, a collaborative team was established to rapidly assess the issues, challenges, and legal requirements to expedite execution of the move. PM Solutions' Senior Project Manager worked with a team of a client-provided Project Manager and Project Finance Manager to reduce risk by creating and managing a program of key employee retentions and relocations, as well as managing the critical path of legal notifications and tasks. Progress was accelerated by defining the requirements for all departments and provides all necessary facilities in the new locations.

**Results**

The relocation project was completed on schedule and \$3 million under budget. The project also coordinated with other essential programs at all sites to accommodate moves, customer services, training, and manufacturing.

Ex no 1

## **Mind Mapping on School of Management thoughts**

Date : 17.7.2019

Aim : Prepare a mind mapping on school of Management Thoughts

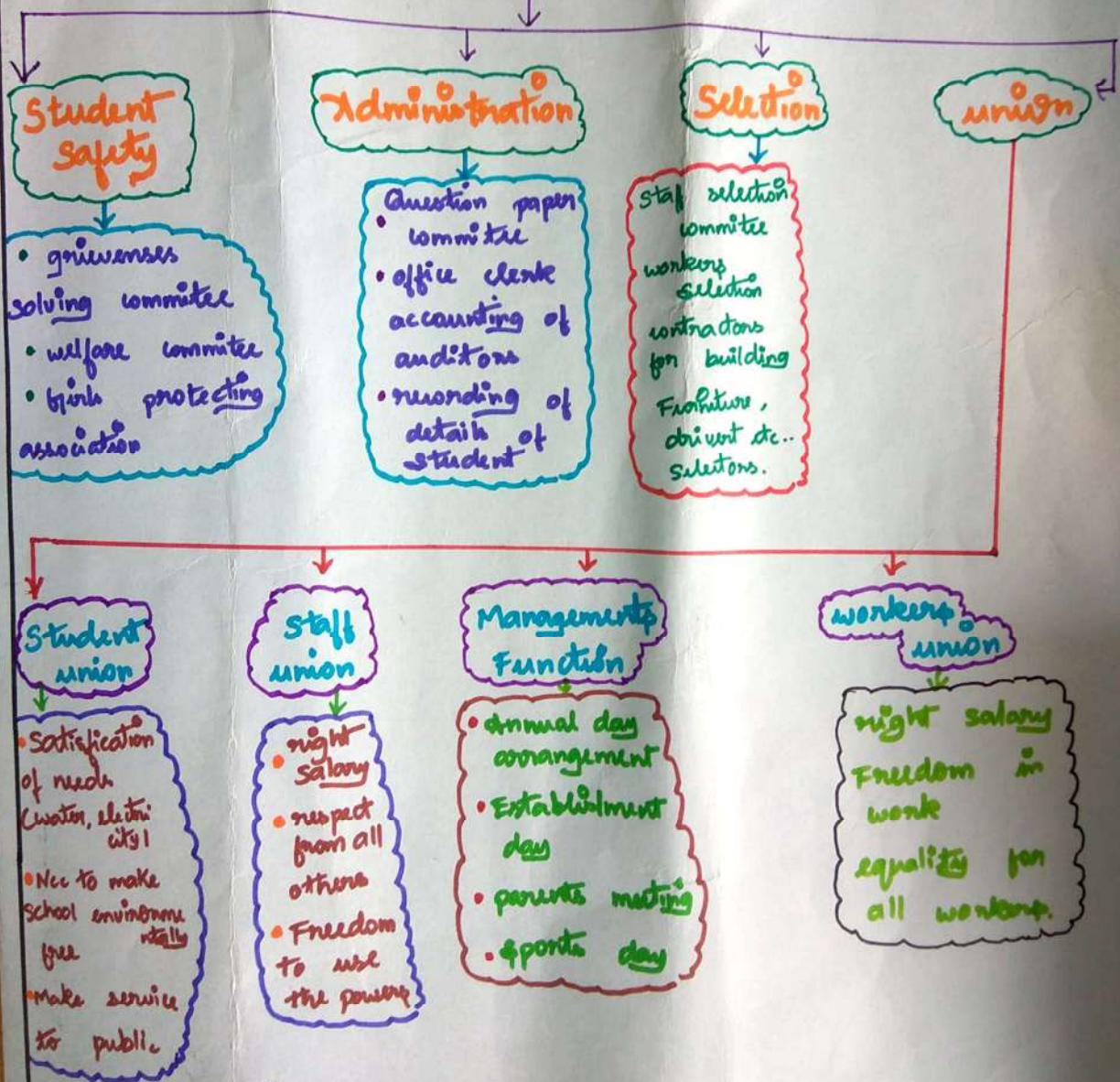
Preocedure :

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# School of management thought.



Ex No 2

Date : 24.07.2019

### **Case study on types of Business Organization**

Dulip's business had been operating successfully for two years when he decided to expand. He wanted his business to grow so that he could eventually bring his two sons in to the business. 'I need to start using the timber I cut to make furniture and other products. That will allow me to add value to the natural products that I produce,' he explained to his family. Dulip realized that he would need much more capital to build a furniture making factory. Although his business was profitable, it was not making enough surplus to pay for extra cost involved. 'Why you don't ask one of your friend to invest in your business?' asked Maria his wife. This would mean that you don't have to borrow so much from the bank.

Dulip thought about this and replied, 'I could do this and also ask them to help me manage the business. I am not sure that I could carry all of the management responsibility. I may consider making my business a legally recognized business – called a company –

because this would be easier to leave to our sons and offer some protection for our savings.'

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## **Solutions**

1. Would you advise Dulip to involve his friend in the business? Explain your answer.

Yes, I would recommend Dulip to make his business as a Partnership company. This will help him to generate money for his business instead of getting bank loan.

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Profit Sharing will be the best offer.

3. Would you advise Dulip to convert his business into a partnership? Explain possible pros and cons before giving your recommendation.

Yes, I would recommend Dulip to make his business as a Partnership company.

## **Advantages**

- Capital Investment
- Risk Sharing
- Support for Finance and Administration

## **Disadvantages**

- Sharing of profit
- Authority Sharing

**Ex. No 3****Case study on Planning****Date : 31.07.2019**

Two year ago, Madhu completed her degree in food technology. She worked for sometime in a company that manufactured chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same. She set the objectives and the targets and formulated an action plan to achieve the same.

One of her objectives was to earn 10% profit on the amount invested in the first year. It was decided that raw materials like fruits, vegetables, spices, etc. will be purchased on three months credit from farmers cultivating only organic crops. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed Mohan as the Production Manager who decided that exact manner in which the production activities were to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhu informed Mohan about her area wise sales target for different products for the forthcoming quarter. While working on the production table, a penalty of Rs. 100 per day for not wearing caps, gloves and apron was announced.

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## **SOLUTION**

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1. Rule:

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**Ex. No 5**

**Case study on Attitude**

**Date : 20.08.2019**

**Scenario:** Barry has noticed that Pinnacle Custom Homes Case isn't the cheerful, pleasant Al place it used to be. Back when he was building six homes a year, everyone appeared to be dedicated to meeting deadlines, controlling costs, and keeping customers highly satisfied. But over the past two years the company has grown to 15 houses and added two new employees. Now it seems like everything is falling through the cracks: Deadlines are missed, mistakes are made on the houses, and work has to be redone. In addition, no one wants to accept responsibility for mistakes, and everyone blames someone else. Barry has also noticed that tempers are shorter, and he even has found himself arbitrating territorial disputes between departmental functions.

Yes, people may have become burned out from the increased work, but Barry had hired additional help in both the office and the field, and had increased salaries to keep pace with the market. But a lot of the fun and spark has gone out of the work, and Barry feels a distinct lack of enthusiasm or camaraderie in the ranks. What is going wrong?

**Solution:**

Most organizations are a reflection of the people in charge. If the top is disorganized, frazzled, and dispirited, then so is the rest of the operation. In addition, the law of entropy ensures that all organizations tend to run down over time and need a periodic rejuvenation. And, like everything else, such rejuvenation has to start at the top.

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**Ex. No 8**

**Case study on Learning**

**Date : 24.09.2019**

Ajay, 23 year old, fresh MBA with HR, starts his career as a junior HR executive at Raj Manufacturing House. His boss is a simple B.Com. degree holder with 4 years of hands-on experience. He does not like Ajay's joining the company and therefore tortures him by different ways. He wants Ajay to resign so he almost harasses him by playing politics in the background. Ajay comes to know about this. If you were a consultant, what advice would you give him? What is the reason for the boss' negative behavior?



## **Solutions**

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**Ex. No: 11**

**Case study on Organizational Change**

**Date : 11.10.2019**

The client is a global leader in the provision of threat detection and screening technologies for military, transportation, Homeland Security, and resilience applications. The company needed to consolidate operations and relocate their U.S. headquarters. This involved closing the existing headquarters, retaining or relocating key employees through the move, relocation of numerous operations including customer services, accounting and finance, and research and development laboratories. The objective was to save operating costs and create improved opportunities for customer service and scientific collaboration. PM Solutions was brought in after the project had been initiated; the company had already announced the closures and moves to employees, customers, and public. Cost and savings expectations had been announced to the company board. Additional challenges included:

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