

MBA (MM) First Year

Paper I

**MANAGEMENT FUNCTIONS
AND BEHAVIOUR**



मध्यप्रदेश भोज (मुक्त) विश्वविद्यालय – भोपाल

MADHYA PRADESH BHOJ (OPEN) UNIVERSITY - BHOPAL

Reviewer Committee

1. Dr. Lila Simon,
Associate Professor
BSSS College, Bhopal (MP)
2. Dr. Mukesh Chansoriya
Prof. & Director
LNCT, Bhopal (MP)
3. Dr. Parag Dubey,
Professor
NITTTR, Bhopal (MP)

.....

Advisory Committee

1. Dr. Jayant Sonwalkar
Hon'ble Vice Chancellor
Madhya Pradesh Bhoj (Open) University,
Bhopal (MP)
2. Dr. L.S.Solanki
Registrar
Madhya Pradesh Bhoj (Open) University,
Bhopal (MP)
3. Dr. Ratna Suryavanshi
Director, NAAC & CIQA
Madhya Pradesh Bhoj (Open) University,
Bhopal (MP)
4. Dr. Lila Simon,
Associate Professor
BSSS College, Bhopal (MP)
5. Mukesh Chansoriya
Associate Professor
LNCT, Bhopal (MP)
6. Dr. Parag Dubey
Prof. & Director
NITTTR, Bhopal (MP)

.....

COURSE WRITERS

- J.S. Chandan**, Professor, Medgar Evers College, City University, New York
Units: (1.0-1.8, 1.9-1.13, 2.0-2.3, 2.5-2.10, 2.11, 2.12-2.14, 2.15, 2.16-2.17, 2.18-2.22, 3.0-3.3, 3.6-3.10, 4.3, 4.4, 4.7-4.11, 5.0-5.2, 5.7-5.11)
- M.N. Mishra**, Former Head and Dean, Faculty of Commerce, Banaras Hindu University, Varanasi
Units: (2.4, 3.4, 4.5, 4.6.1)
- Kavita Singh**, Professor, Faculty of Management Studies, University of Delhi
Units: (3.5, 4.0-4.2, 4.4.1, 4.6, 5.3, 5.5-5.6)

Copyright © Reserved, Madhya Pradesh Bhoj (Open) University, Bhopal

All rights reserved. No part of this publication which is material protected by this copyright notice may be reproduced or transmitted or utilized or stored in any form or by any means now known or hereinafter invented, electronic, digital or mechanical, including photocopying, scanning, recording or by any information storage or retrieval system, without prior written permission from the Registrar, Madhya Pradesh Bhoj (Open) University, Bhopal.

Information contained in this book has been published by VIKAS® Publishing House Pvt. Ltd. and has been obtained by its Authors from sources believed to be reliable and are correct to the best of their knowledge. However, the Madhya Pradesh Bhoj (Open) University, Bhopal, Publisher and its Authors shall in no event be liable for any errors, omissions or damages arising out of use of this information and specifically disclaim any implied warranties or merchantability or fitness for any particular use.

Published by Registrar, MP Bhoj (Open) University, Bhopal in 2020



VIKAS® is the registered trademark of Vikas® Publishing House Pvt. Ltd.

VIKAS® PUBLISHING HOUSE PVT. LTD.
E-28, Sector-8, Noida - 201301 (UP)
Phone: 0120-4078900 • Fax: 0120-4078999
Regd. Office: A-27, 2nd Floor, Mohan Co-operative Industrial Estate, New Delhi 1100 44
• Website: www.vikaspublishing.com • Email: helpline@vikaspublishing.com

SYLLABI-BOOK MAPPING TABLE

Management Functions and Behaviour

Syllabi	Mapping in Book
UNIT I <ul style="list-style-type: none">• Management: Management Defined, Components of Management, Features of Management, Nature of Management, Evolution of Management Thoughts, Management is the art of Muddling Through Situations. Significance of Management in Today Dynamic Environment.• Functions of Management: The Nature and Purpose of Planning, Objectives, Strategies, Policies and Planning Premises.• Role of a Manager: Who are Effective Managers? Tasks and Responsibilities of a Professional Manager, Management System and Processes Managerial Skills.	Unit-1: Overview of Management (Pages 3-57)
UNIT II <ul style="list-style-type: none">• Decision Making: Organisational Context of Decisions, Importance of Decision Making, Programmed and Non-programmed Decisions, Decision Making, Global Planning Decision making Models Decision making Techniques and Processes, MBO, Dynamics of Decision-making.• The Nature of Organizing: Organizational Structure: Departmentation, Line/Staff Authority and Decentralization, Effective Organizing and Organizational Culture, Global Organizing, Co-ordination Functions in or Janisation, Managerial Ethos-Human Factors and Motivation, Leadership, Committees and Group Decision Making, Communication, Delegation and Inerdepartmental Coornination.	Unit-2: Organizing and Decision Making (Pages 59-155)
UNIT III <ul style="list-style-type: none">• Global Leading: The System and Process of Controlling, Control Techniques and Information Technology, Global Controlling and Global Challenges Direction Function, Significance.• Organisational Behaviour: Management Functions and Relevance to Organisation Behaviour, Organizational Behaviour Responses to Global and Cultural Diversity.	Unit-3: Global Leading and Organizational Behaviour (Pages 157-185)
UNIT IV <ul style="list-style-type: none">• The System and Process of Controlling: Control Techniques and Informatikon Technology, Global Controlling and Global Chanllenges, Direction Function Significance, Stress, Nature, Source, Effects, Influence of Personality, Managing Stress, Conflict, Management, Levels, Sources, Bases, Conflict Resolution Strategies, Negotiation. Foundations of Group Behaviour: Team Decision Making Issues in Managing Teams.	Unit-4: Stress, Personality and Groups (Pages 187-231)
UNIT V <ul style="list-style-type: none">• Organisational Change: Managing Planned Change, Resistance to Change, Approaches to Managing Organisational Change, Organisational Development, Values, Interventions, Change Management.• Organisational Culture: Dynamics, Role and Types of Culture and Corporate Culture.	Unit-5: Organizational Change and Culture (Pages 233-277)



CONTENTS

INTRODUCTION	1
UNIT 1 OVERVIEW OF MANAGEMENT	3-57
1.0 Introduction	
1.1 Objectives	
1.2 Management: Definition, Components, Nature and Features	
1.3 Evolution of Management Thoughts	
1.4 Management is the Art of Muddling Through Situations	
1.4.1 Significance of Management in Today's Dynamic Environment	
1.5 Functions of Management	
1.6 Planning: Nature, Purpose and Planning Premise	
1.6.1 Managerial Systems and Processes	
1.6.2 Objectives, Strategies and Policies	
1.7 Managerial Roles	
1.7.1 Tasks and Responsibilities of a Professional Manager	
1.8 Managerial Skills	
1.9 Answers to 'Check Your Progress'	
1.10 Summary	
1.11 Key Terms	
1.12 Self-Assessment Questions and Exercises	
1.13 Further Reading	
UNIT 2 ORGANIZING AND DECISION MAKING	59-155
2.0 Introduction	
2.1 Objectives	
2.2 Dynamics of Decision Making: Organizational Context, Importance, Models, Techniques and Processes	
2.3 MBO	
2.4 Organizational Structure	
2.5 Departmentation	
2.6 Line and Staff Authority	
2.7 Decentralization	
2.8 Effective Organizing	
2.9 Organizational Culture and Global Organizing	
2.10 Coordination Function in Organization and Interdepartmental Coordination	
2.11 Managerial Ethos	
2.12 Human Factors and Motivation	
2.13 Leadership	
2.14 Committees	
2.15 Group Decision Making	
2.16 Communication	
2.17 Delegation	
2.18 Answers to 'Check Your Progress'	
2.19 Summary	
2.20 Key Terms	
2.21 Self-Assessment Questions and Exercises	
2.22 Further Reading	

UNIT 3 GLOBAL LEADING AND ORGANIZATIONAL BEHAVIOUR 157-185

- 3.0 Introduction
- 3.1 Objectives
- 3.2 The System and Process of Control: Techniques, Challenges and Information Technology
 - 3.2.1 Devices of Control
 - 3.2.2 Requirements of Effective and Integrated Controls
 - 3.2.3 Special Control Techniques: Global Controlling and Global Challenges
- 3.3 Direction: Function and Significance
- 3.4 Management Functions and Relevance to Organizational Behaviour
- 3.5 Organizational Behaviour Responses to Global and Cultural Diversity
- 3.6 Answers to 'Check Your Progress'
- 3.7 Summary
- 3.8 Key Terms
- 3.9 Self-Assessment Questions and Exercises
- 3.10 Further Reading

UNIT 4 STRESS, PERSONALITY AND GROUPS 187-231

- 4.0 Introduction
- 4.1 Objectives
- 4.2 Stress: Nature, Sources, Effects and Management of Stress
- 4.3 Influence of Personality
- 4.4 Conflict: Management, Levels, Sources and Resolution
 - 4.4.1 Negotiation
- 4.5 Foundations of Group Behaviour
- 4.6 Teams: Decision Making and Management
 - 4.6.1 Key Issues in Team Building
- 4.7 Answers to 'Check Your Progress'
- 4.8 Summary
- 4.9 Key Terms
- 4.10 Self-Assessment Questions and Exercises
- 4.11 Further Reading

UNIT 5 ORGANIZATIONAL CHANGE AND CULTURE 233-277

- 5.0 Introduction
- 5.1 Objectives
- 5.2 Organizational Change: Management and Resistance to Change
 - 5.2.1 Managing Change
 - 5.2.2 Resistance to Change
- 5.3 Approaches to Managing Organizational Change
- 5.4 Organizational Development: Values and Interventions
- 5.5 Transition and Change Management
- 5.6 Organizational Culture: Dynamics, Role and Types of Culture
- 5.7 Answers to 'Check Your Progress'
- 5.8 Summary
- 5.9 Key Terms
- 5.10 Self-Assessment Questions and Exercises
- 5.11 Further Reading