PGDHRM (S1) 01
Exam Code - MPOB

Management Process and Organisational Behaviour

SEMESTER - 1

P.G DIPLOMA IN HUMAN RESOURCE MANAGEMENT

BLOCK - 1

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

Subject Experts

Prof. Nripendra Narayan Sarma, Maniram Dewan School of Management, KKHSOU.
Prof. U. R Dhar, Retd. Professor, Dept of Business Administration, GU.
Prof. Mukulesh Baruah,Director, Assam Institute of Management.

Course Co-ordinator : Dr. Chayanika Senapati, Asst. Prof., KKHSOU
Dr. Smritishikha Choudhury, Asst. Prof., KKHSOU

SLM Preparation Team

UNITS	CONTRIBUTORS
1	Prof. Nripendra Narayan Sarma, KKHSOU
2, 7 & 8	Dr. Chayanika Senapati, KKHSOU
3	Dr. Devajit Goswami, KKHSOU
4 & 6	Dr. Arpita Sharma Nath, Darrang College
5	Dr. Smritishikha Choudhury, KKHSOU

Editorial Team

Content : Prof U.R Dhar, Retd. Professor, Dept of Business Administration, GU

Structure, Format & Graphics: Dr. Chayanika Senapati, KKHSOU
Dr. Smritishikha Choudhury,KKHSOU

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Headquarters: Patgaon, Rani Gate, Guwahati-781017
City Office: Housefed Complex, Dispur, Guwahati-781006; Web: www.kkhsou.in

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P.G DIPLOMA IN HUMAN RESOURCE MANAGEMENT

MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

Block 1

DETAILED SYLLABUS

UNIT 1 : Introduction to Management and Mangement Process **Page: 7 – 23**

Importance and Basic Concepts of Management, Evolution of Management Thought, Principles of Management, Management Process and Functions and System View Concept of Management

UNIT 2 : Levels of Management and Functions of Management **Page: 24 – 39**

Concept of Management, Functions of Management: Planning, Organizing, Staffing, Directing, Controlling, Coordination, Levels of Management and Managerial Skills and Indian Management Style and Tradition

UNIT 3 : Planning and Forecasting **Page: 40 – 61**

Concept of Business Forecasting, Relationship between Planning and Forecasting, Methods of Forecasting, Meaning and Features of Planning, Importance of Planning, Types of Plans, Steps in Planning Process,Limitations of Planning and Terms Used In Planning Process

UNIT 4 : Organizing and Staffing **Page: 62 – 88**

Meaning and Characteristics of Organising, Importance of Organising, Types of organisation, Span of Control, Types of Departmentation, Concept of Staffing and its importance and Features of Staffing

UNIT 5 : Controlling **Page: 89 – 105**

Meaning and Importance of Control, Steps in Control Process, Types of control, Dimensions of control, Resistance to control, Techniques of Managerial Control:Budgetary Control Techniques and Non Budgetary Control Techniques.

UNIT 6 : Appraising Human Resource **Page 106-123**

Concept of performance appraisal, Objectives of performance appraisal, Features and advantages of effective performance appraisal,Traditional and modern methods of performance appraisal, Planning and career development, Features and benefits of career planning and Phases in the career of an employee

UNIT 7 : Communication **Page 124-140**

Meaning of communication and its features, Importance of Communication, Process of Communication, Internal Communication and External communication: Internal communication and External communication, Communication Channel, Barriers to communication, Good Communication: 10 commandments and Communication in Decision Making process

UNIT 8 : Motivation **Page 141-165**

Meaning of Motivation, Importance of Motivation, Early Theories in Motivation: Maslow's Need Hierarchy Theory, Mc Gregor's Theory X and Theory Y, Herzberg's Two Factor Theory,Modern Theories 'of Motivation:Alderfer's ERG Theory, Vroom's Expectancy Theory, McClelland's Theory of Needs, Goal Setting Theory, Reinforcement Theory, Techniques for Motivation: Financial Incentives and Non-financial Incentives.

COURSE INTRODUCTION

This is the first course of PGHRM Programme. This course introduces us to the subject of Management. This course is designed as an introduction to management and organisational behaviour. As such, it will provide us with an overview of the many functions that managers must perform. We will discuss what management is, and in doing so, we will discover the management functions such as planning, organizing, staffing and controlling, also we will discuss the organisation behaviour , Organizational behavior is the study of both group and individual performance and activity within an organization. This area of study in this course examines human behavior in a work environment and determines its impact on job structure, performance, communication, motivation, leadership, etc. The course has 15 units and is divided into three blocks; Block 1, Block 2 and Block 3.

Block 1 deals with the introductory concepts of mangement, development of management, functions of management, concept of planning and organising.

Block 2 concentrates on appraising human resources, communication, motivation, Introduction to OB personality & Percepation

Block 3 concentrates on the concept of values, attitude and emotions, leadership, Group and team, Power, Politics, conflict negotiation and stress. At the end of the block we have discussed some cases.

Each unit of these blocks includes some along-side boxes to help you know some of the difficult, unseen terms. Some “EXERCISES” have been included to help you apply your own thoughts. You may find some boxes marked with: “LET US KNOW”. These boxes will provide you with some additional interesting and relevant information. Again, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your progress of study. It will be helpful for you if you solve the problems put in these boxes immediately after you go through the sections of the units and then match your answers with “ANSWERS TO CHECK YOUR PROGRESS” given at the end of each unit. This will help you in making your learning more active and efficient. And, at the end of each section, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your learning.

BLOCK INTRODUCTION

This is the first block of the course “Management Process and Organisational Behaviour”. The block is divided into 5 units which are related to the basic concepts of Management. Block one deals with introductory concepts of management, development of management, functions of management.

The block 1 is divided into the following units :

UNIT 1 : Introduction to Management and Management Process

UNIT 2 : Levels of Management and Functions of Management

UNIT 3 : Planning and Forecasting

UNIT 4 : Organizing and Staffing

UNIT 5 : Controlling

UNIT 6 : Appraising Human Resource

UNIT 7 : Communication

UNIT 8 : Motivation

UNIT 1: INTRODUCTION TO MANAGEMENT AND MANAGEMENT PROCESS

UNIT STRUCTURE

1.1 Learning Objectives

1.2 Introduction

1.3 Importance and Basic Concepts of Management

1.4 Evolution of Management Thought

1.5 Principles of Management

1.6 Management Process and Functions

1.7 System View Concept of Management

1.8 Let Us Sum Up

1.9 Further Reading

1.10 Answers to Check Your Progress

1.11 Model Questions

1.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe the basic concepts, meaning and importance of management
- discuss the evolution of management thoughts
- learn the principles of management
- discuss the functions and process of management
- discuss the system view concept of management

1.2 INTRODUCTION

Management becomes effective or ineffective depending on the way things are handled. Management may be defined as the process where a set of resources are converted to the desired output subject to certain constraints. The desired output is the objective or mission of the organisation engaged in the management process. In case of a business, (or the corporate sector), the objective is to make profit on a sustained basis through growth and creation of wealth, by providing value satisfaction to its

customers. The non-corporate sector (NCS) comprising of NGOs, Government Departments etc. also uses resources and has missions and objectives. However, the objective in non-corporate sector will not be profit. In fact, the scope of making profit may not be there. Yet, to be effective, the NCS must be managed in a profitable manner, that is, the resources must be used fruitfully and most productively. Therefore, management must also be applicable to this sector. This is a sector, which is essential for any society to function. The effectiveness is determined by the results one gets from one's efforts. With the increase in the complexities of management of business concerns, the importance of 'Management' has increased enormously. The principles of management are being applied not only for managing business concerns, but also to manage various other institutions like hospitals, educational and social institutions and government. Management occupies such an important place in the modern world that the welfare of the people and the destiny of the country are very much influenced by it.

In this unit we will discuss about the basic concepts and evolution of management. In addition to this we shall also discuss the principles, processes and functions of management.

1.3 IMPORTANCE AND BASIC CONCEPTS OF MANAGEMENT

Unlike other subjects like philosophy, psychology and economics, management is a relatively new subject. The principles and techniques of management are still in a developing stage. The definitions of management given by different scholars emphasize different aspects of management. The following are some indicative definitions of the term 'management'.

1. George R. Terry: "Management is a distinct process consisting of planning, organizing, actuating and controlling performance to determine and accomplish the objectives by the use of people and resources".

2. S. George: “Management consists of getting things done through others. Manager is one who accomplishes the objectives by directing the efforts of others”
3. Peter F. Drucker: “The first definition of management is that it is an economic organ of industrial society. It means taking action for the desired results.”

From the above definitions, it is clear that management means things done through others by directing their efforts in an integrated and coordinated manner in order to attain business objectives. It is a process consisting of functions such as planning, organizing, actuating and controlling business operations in such a manner as to attain the predetermined goals. The organizations need to have clear goals and missions.

Management has the following characteristics:

1. **Management is an activity:** Management is a process of organized activity, which is concerned with the efficient use of resources of production. Resources include materials, money and people in the organization.
2. **It is concerned with the efforts of a group:** According to Appleby, management is concerned with the management of people and not the direction of things. It inspires and motivates workers to put forth their efforts to the maximum extent.
3. **Management is getting things done:** According to Koontz and O’ Donnell, management is the art of getting things done through and with people in formally organized groups. In other words, a manager does not directly do any operating work himself but gets it done through others.
4. **Involves decision-making:** Management involves decisions relating to various aspects of management. It is said that management is the decision making process and the decisions are involved in all the functions of management.
5. **It is a universal activity:** Managers, irrespective of the enterprise in which they are working and their place in the organization structure, make use of the management principles. It means that the techniques and tools of management are universally applicable.

6. **It is an integrating process:** It integrates men, machines and materials for carrying out the operations of an enterprise and for achieving the stated objectives.
7. **Management is both science and an art:** It has developed certain principles and laws, which are applicable to any group activity of the organization. It is also an art, because it is concerned with the application of knowledge for the solution of organizational problems.
8. **It is an interdisciplinary approach :** Management as a body of discipline takes the help of other social sciences like psychology, sociology, anthropology, engineering, economics, mathematics, etc. The same will be shared by all the group members together rather than one individual member shouldering the entire burden. Individuals tend to make conservative decisions because the consequences of the decisions will be accepted by the individual alone.
9. **It is dynamic not static:** Management adapts itself to the social changes and also introduces new ways of doing things.

Management today is counted as one of the most important fields of study owing to its ever increasing importance for organisational effectiveness. The recognition of management and its importance as a distinct field or discipline is a recent phenomenon, more especially in the globalised environment. In the current context mission oriented organizations have to concern themselves with –

- raising “Resources”
- manage the “Operations” to attain their mission effectively and
- also to deliver the services efficiently.

Management, in one sense, is as old as human beings. However to understand management in the emerging context, we need to refer to the works of Peter Drucker who made pioneering contributions to the development of management as a body of knowledge. In his book “The Theory of Business” (1994), Drucker pointed out that “all the great business builders” –from the founders of the Bank of England in the late seventeenth century down to IBM’s Thomas Watson – had a clear understanding of business with information for all their actions and decisions.