

ORGANIZATIONAL STRUCTURE AND HUMAN RESOURCE MANAGEMENT

Course Code: 15HM3102

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Course Educational Objective

To provide an understanding of the basic principles of organization and management so as to acquaint the students of MCA with the required managerial skills, in terms of Organizational Communication, Transactional Analysis and Group Dynamics. Also, provide students the required inputs with reference to Human Resource Management as an important function of the Management Process.

Course Outcomes

- CO-1:** To define and explain the basic concepts and evolution of management.
- CO-2:** To explain the essential concepts of organization and the various types of organizational structures and also analyze the essentials of Organizational Communication.
- CO-3:** Helps to understand the concept of Motivation and adopt different theories for studying the human behavior in an organization and identify different leadership styles and application of styles for achievement of organization objectives.
- CO-4:** To familiarize the various aspects of HR, to deal effectively with people resourcing and talent management and to be able to handle HR functions in an organization in an effective manner.
- CO-5:** To understand the concepts of HRD, its role and competencies, challenges in HRD.

UNIT-I: Introduction to Management

(10 Lectures)

Definition meaning, nature, of Management, Functions of Management and Principles of Management; Evolution of management thought.

UNIT-II: Organizational Structures and Communication

(14 Lectures)

Basic concepts related to Organization – Departmentation, Delegation and Decentralization. Types of Organizational Structures – Flat, Hierarchical, Hybrid and Matrix; Authority, Responsibility and Accountability.

Organizational Communication: Definition, importance; Interpersonal and Intrapersonal Communication, Internal and External Communication, Downward and Upward Communication, Johari Window and Transactional Analysis.

UNIT-III: Motivation and Leadership

(10 Lectures)

Definition, Meaning and Types of Motivation – Theories of Motivation- Douglas Mc Gregor Theory X and Theory Y, Mayo's Hawthorne Experiment- Herzberg two factor theory of motivation, Maslow's hierarchy of human needs.

Leadership: Definition, Meaning, Features and Types of Leadership (Autocratic, Democratic and Laissez Faire)

UNIT-IV: Introduction to Human Resource Management

(10 Lectures)

Meaning, objectives, principles and policies of HRM. Duties & responsibilities of HR manager. Manpower planning; Job Evaluation, Recruitment and Selection.

UNIT-V: Human Resource Development

(10 Lectures)

Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

TEXT BOOKS:

1. Harold Koontz and Heinz Weihrich, “Essentials of Management”, 8th Edition, Tata McGrawHill, 2010.
2. Peter F Drucker, “The Practice of Management”, 1st Reprint, Elsevier, 2007.
3. Richard L. Daft, “Organisation Theory and Design”, 11th Edition, Cengage Learning, 2013.

REFERENCES:

1. Rustom S Davar, *Personnel Management & Industrial Relations*, 10th Edition, Vikas Publishers - 2009
2. Venkataratnam K, *Human Resource Management*, 1st Edition, Seven Hills Book Publication – 2011
3. C B Mamoria & C B Mamoria, *Personnel Management*, 20th Edition, Himalaya Publishers – 2012
4. K. Aswathappa, *Human Resource & Personal Management*, 6th Edition, TMH – 2007