

Chapter 1: Introduction to Management and Organizational Behaviour

1.1 Introduction

In the dynamic world of technology and business, management and organizational behaviour play a critical role in the success of organizations. For Computer Science and Engineering (CSE) students, understanding how businesses function, how people work in teams, and how decisions are made is vital—not just for entrepreneurship or leadership roles, but also for becoming a productive team member in a corporate setting. This chapter lays the foundation for the subject **Management 1**, focusing on two major domains: **Management Principles** and **Organizational Behaviour (OB)**.

1.2 What is Management?

Definition:

Management is the process of planning, organizing, leading, and controlling organizational resources effectively and efficiently to achieve goals.

Key Features:

- **Goal-Oriented:** Aims at achieving specific objectives.
 - **Pervasive:** Present in all organizations (business, educational, governmental).
 - **Multidisciplinary:** Involves economics, psychology, sociology, etc.
 - **Dynamic:** Must adapt to environmental changes.
 - **Group Activity:** Requires coordination among people.
-

1.3 Functions of Management

1. Planning

- Setting goals and determining the best course of action.
- Involves forecasting, strategizing, and deciding priorities.

2. Organizing

- Arranging resources (people, capital, information).
- Delegating authority, establishing responsibility.

3. Staffing

- Hiring the right people for the right job.
- Includes training, development, and retention.

4. Leading (or Directing)

- Influencing and motivating employees to achieve goals.
- Involves communication, leadership, and supervision.

5. Controlling

- Monitoring and evaluating performance.
- Taking corrective action when necessary.

1.4 Levels of Management

Level	Responsibility	Example Roles
Top-Level	Strategic planning, vision, long-term goals	CEO, CTO, Managing Director
Middle-Level	Tactical planning, coordination, resource allocation	Department Head, Project Manager
Lower-Level	Operational activities, supervising workers	Team Leader, Supervisor

1.5 Introduction to Organizational Behaviour (OB)

Definition:

Organizational Behaviour is the systematic study of how individuals and groups act within organizations. It blends psychology, sociology, anthropology, and management theory.

Importance of OB:

- Improves employee productivity and job satisfaction.
- Enhances organizational culture and leadership.
- Helps in conflict resolution and decision-making.
- Fosters teamwork and communication.

1.6 Key Elements of OB

1. People (Individuals and Groups):

- Understanding personality, attitudes, perception, learning, and motivation.
- Group dynamics, team behaviour, roles, and norms.

2. **Structure:**

- Defines how job tasks are formally divided, grouped, and coordinated.
- Centralization vs decentralization, hierarchical vs flat structures.

3. **Technology:**

- Tools and techniques used by employees.
- Directly influences workflow and productivity.

4. **Environment:**

- External factors: legal, economic, cultural, competitive forces.
- Internal environment: organizational culture, leadership, values.

1.7 Historical Evolution of Management and OB

School of Thought	Key Contributors	Focus Area
Classical Theory	Taylor, Fayol, Weber	Structure, rules, efficiency
Human Relations Movement	Elton Mayo	Employee well-being, motivation
Behavioural Science	McGregor, Maslow	Psychological and social aspects of work
Modern Systems Approach	Katz & Kahn, Drucker	Organization as an open system
Contingency Theory	Fiedler, Mintzberg	"No one best way", context-dependent models

1.8 Why CSE Students Must Learn Management and OB

- **Team Collaboration:** Engineers often work in teams on projects and must understand interpersonal dynamics.
- **Start-up Culture:** India has a booming start-up ecosystem where engineers often become entrepreneurs.
- **Leadership Roles:** Technical professionals often move into managerial roles.
- **Client Interaction:** Communication and people skills are critical for handling stakeholders and users.

- **Efficiency and Productivity:** Applying management principles increases effectiveness in project delivery.
-

1.9 Challenges in Modern Management and OB

- **Globalization:** Managing cross-cultural teams and operations.
 - **Technological Change:** Adapting to AI, automation, and digital transformation.
 - **Workforce Diversity:** Age, gender, culture, and personality differences.
 - **Remote Work:** Managing virtual teams and digital collaboration.
 - **Ethical Issues:** Data privacy, AI ethics, and corporate governance.
-

1.10 Summary

This chapter introduces the foundational concepts of **Management** and **Organizational Behaviour**. It explains how management is a goal-oriented, people-driven process that relies on strategic planning, organizing, leading, and controlling resources. It also establishes how OB provides the behavioural insight needed to manage people effectively. For future engineers, these concepts are not optional—they are essential for functioning in real-world organizations, startups, and even tech-centric leadership roles.
