Principles of Management & Organizational Behavior





PRINCIPLE OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR





A GENIUS GROUP GLOBAL INITIATIVE

www.iimts.com



HP 31

Principle of Management and Organizational Behavior Copyright © 2013 by 3G Elearning FZ LLC

2013

3G Elearning FZ LLC UAE www.3gelearning.com

ISBN: 978-93-82669-22-7

All rights reserved. No part of this publication maybe reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise without prior written permission of the publisher.

Reasonable efforts have been made to publish reliable data and information, but the authors, editors, and the publisher cannot assume responsibility for the legality of all materials or the consequences of their use. The authors, editors, and the publisher have attempted to trace the copyright holders of all material in this publication and express regret to copyright holders if permission to publish has not been obtained. If any copyright material has not been acknowledged, let us know so we may rectify in any future reprint. Registered trademark of products or corporate names are used only for explanation and identification without intent to infringe.

*Case Studies and/or Images presented in the book are the proprietary information of the respective organizations, and have been used here specifically and only for educational purposes.

For more information visit:







TABLE OF CONTENTS

1.1 Introduction	1.	Wanagement		2.2.1 Industrial Revolution	23
1.2.1 Needs of Management 2 2.2.4 Management 24 1.2.1 Needs of Management 2 2.2.4 Management Process 24 1.2.2 Scope of Management 3 2.3.1 Scientific Management 25 1.3 Meaning and Definition 5 2.3.1 Scientific Management 25 1.4.1 Planning 6 2.3.2 Administrative Management 26 1.4.2 Organizing 6 2.3.4 Limitations 26 1.4.3 Staffing 7 2.4 Behavioral Approach 26 1.4.4 Directing 7 2.4 Behavioral Approach 26 1.4.5 Controlling 7 2.4.1 Historical Perspective 27 1.4.6 Innovation 7 2.4.2 Elements or Concepts or Features of Behavioral Approach 29 1.5 Managerial Levels/Hierarchy 8 2.5 Management Science Approach 29 1.7 Managerial Skills 11 2.6 Systems Approach 30 1.7.1 Basic Management Skills 11 2.7 Contingency Approach 32 1.8 Types of Managers 12 2.8 Summary 34	1.1	Introduction			
1.2.1 Needs of Management	1.2	Need and Scope of Management		2.2.3 Behavioral Management	24
1.2.2 Scope of Management 3 2.3 Classical Theories 25 1.3 Meaning and Definition 5 2.3.1 Scientific Management 25 1.4.1 Planning 6 2.3.2 Administrative Management 26 1.4.2 Organizing 6 2.3.2 Contributions 26 1.4.3 Staffing 7 2.4 Behavioral Approach 26 1.4.5 Controlling 7 2.4.2 Elements or Concepts or Features of Behavioral Approach 27 1.4.5 Controlling 7 2.4.3 Basic Assumptions of Behavioral Scientists 28 1.5 Managerial Levels/Hierarchy 8 2.5.1 Frederick Taylor Identified Four Principles of Scientific Management 20 1.7 Managerial Skills 11 2.6 Systems Approach 30 1.7.1 Basic Management Skills 11 2.6 Systems Approach 30 1.7.1 Basic Management Skills 11 2.7 Contingency Approach 32 1.8 Types of Managers 12 2.8 Summary 34 1.9.1 Line and Staff Management 13 2.9 Keywords 34 1.9.2 Staff Management 14 2.1 Further Readings 35 1.10 Summary 3 3.1 Introduction 36<		1.2.1 Needs of Management		2.2.4 Management Process	24
1.13 Meaning and Definition 5 2.3.1 Scientific Management 25 1.44 The Process of Management 5 1.4.2 Organizing 6 1.4.3 Staffing 7 1.4.4 Directing 7 1.4.5 Controlling 7 1.4.6 Controlling 7 1.4.7 Representation 8 1.4.8 Managerial Levels/Hierarchy 8 1.5 Managerial Functions 9 1.7 Managerial Skills 11 1.7.1 Basic Management Skills 11 1.7.2 Soft Skills 11 1.7.3 Soft Skills 11 1.7.4 Staff Management Skills 11 1.7.5 Soft Skills 11 1.7.6 Staff Management 13 1.9.1 Line Management 13 1.9.2 Staff Management 14 1.9.3 Relationship between Line and Staff Management 15 1.9.4 Features of Line and Staff Management 15 1.9.5 Merits of Line and Staff Management 15 1.9.6 Demerits of Line and Staff Management 15 1.10 Summary 19 1.11 Review Questions 19 1.12 Review Questions 19 1.13 Further Readings 20 2.1 Introduction 21 1.1 Staff Management Thought 21 1.1 Introduction 21 1.1 Staff Management 15 1.1 Summary 19 1.2 Summary 19 3.1 Decision-making Style 43 3.2 Decision-making Style 43 3.4 Decision-making Style style by Degree of Participation 44 3.1 Decision-making Style style by Degree of		1.2.2 Scope of Management	2.3	Classical Theories	25
1.4 The Process of Management 5 2.3.2 Administrative Management 26 1.4.1 Planning 6 2.3.3 Contributions 26 1.4.2 Organizing 6 2.4 Behavioral Approach 26 1.4.3 Staffing 7 2.4 Behavioral Approach 26 1.4.4 Directing 7 2.4.1 Historical Perspective 27 1.4.5 Controlling 7 2.4.2 Elements or Concepts or Features of Behavioral Approach 27 1.4.6 Innovation 7 2.4.3 Basic Assumptions of Behavioral Scientists 28 1.5 Managerial Levels/Hierarchy 8 2.5 Management Science Approach 29 1.6 Managerial Functions 9 2.5.1 Frederick Taylor Identified Four Principles of Scientific Management 30 1.7 Basic Management Skills 11 2.6 Systems Approach 30 1.7.1 Basic Management Skills 11 2.6.1 Key Concepts 31 1.8 Types of Managers 12 2.8 Summary 34 1.9 Line and Staff Management 13 2.9 Keywords 34 1.9.2 Staff Management 14 2.11 Further Readings 35 1.9.5 Merits of Line and Staff Management 15 3.2 Dec	1.3	Meaning and Definition		2.3.1 Scientific Management	25
1.4.1 Planning	1.4	The Process of Management		2.3.2 Administrative Management	26
1.4.2 Organizing		1.4.1 Planning		2.3.3 Contributions	26
1.4.3 Staffing.		1.4.2 Organizing		2.3.4 Limitations	26
1.44 Directing			2.4	Behavioral Approach	26
1.4.5 Controlling				2.4.1 Historical Perspective	27
1.4.7 Representation		1.4.5 Controlling		2.4.2 Elements or Concepts or Features of Behavioral Approach	27
1.5 Managerial Levels/Hierarchy 8 8 1.6 Managerial Functions 9 2.5.1 Frederick Taylor Identified Four Principles of Scientific Management 30 30 30 30 30 30 30 3					
1.6 Managerial Functions			2.5		
1.5 Managerial Functions 9 Principles of Scientific Management 30					
1.7 Managerial Skills 11 2.6 Systems Approach 30 1.7.1 Basic Management Skills 11 2.6.1 Key Concepts 31 1.7.2 Soft Skills 11 2.7 Contingency Approach 32 1.8 Types of Managers 12 2.8 Summary 34 1.9 Line and Staff Managers 13 2.9 Keywords 34 1.9.1 Line Management 13 2.10 Review Questions 35 1.9.2 Staff Management 14 2.11 Further Readings 35 1.9.3 Relationship between Line and Staff Management 15 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 3. Introduction 36 1.9.5 Merits of Line and Staff Organization 16 3.2 Decision-making Environment 37 1.10 Summary 19 3.3.1 Models of Decision-making 38 1.11 Keywords 19 3.3.1 Models of Decision-making 39 3.1 Further Readings				Principles of Scientific Management	30
1.7.2 Soft Skills 11 2.7 Contingency Approach 32 1.8 Types of Managers 12 2.8 Summary 34 1.9 Line and Staff Managers 13 2.9 Keywords 34 1.9.1 Line Management 13 2.10 Review Questions 35 1.9.2 Staff Management 14 2.11 Further Readings 35 1.9.3 Relationship between Line and Staff Management 15 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 3.2 Decision-making Environment 37 1.9.5 Merits of Line and Staff Management 15 3.2 Decision-making Environment 37 1.9.6 Demerits of Line and Staff Organization 16 3.2.1 Definition of Decision-making 38 1.10 Summary 19 3.3.1 Models of Decision-making 39 3.1 Review Questions 19 3.3.1 Models of Decision-making 39 3.1 Summary 30 3.3.2 Types of Decisions 40 3.3.3 Group Decision-making Style 43 3.4 Decision-making Styles by Degree of Participation 44	1.7		2.6		
1.8 Types of Managers 12 2.8 Summary 34 1.9 Line and Staff Managers 13 2.9 Keywords 34 1.9.1 Line Management 13 2.10 Review Questions 35 1.9.2 Staff Management 14 2.11 Further Readings 35 1.9.3 Relationship between Line and Staff Management 15 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 3.1 Introduction 36 1.9.5 Merits of Line and Staff Management 15 3.2 Decision-making Environment 37 1.9.6 Demerits of Line and Staff Organization 16 3.2.1 Definition of Decision-making 38 1.10 Summary 19 3.3.1 Models of Decision-making 39 3.11 Keywords 19 3.3.2 Types of Decision-making 39 3.12 Review Questions 19 3.3.2 Types of Decision-making 39 3.12 Review Questions 30 3.3.2 Types of Decision-making 30				2.6.1 Key Concepts	31
1.9 Line and Staff Managers 13 2.9 Keywords 34 1.9.1 Line Management 13 2.10 Review Questions 35 1.9.2 Staff Management 14 2.11 Further Readings 35 1.9.3 Relationship between Line and Staff Management 14 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 3.1 Introduction 36 1.9.5 Merits of Line and Staff Management 15 3.2 Decision-making Environment 37 1.9.6 Demerits of Line and Staff Organization 16 3.2.1 Definition of Decision-making 38 1.10 Summary 19 3.3 Decision Types/Models 39 3.1 Keywords 19 3.3.1 Models of Decision-making 39 3.2 Types of Decisions 40 3.3.2 Types of Decision-making 42 2. Evolution of Management Thought 3.4 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44			2.7	Contingency Approach	32
1.9.1 Line Management 13 2.10 Review Questions 35 1.9.2 Staff Management 14 2.11 Further Readings 35 1.9.3 Relationship between Line and Staff Management 14 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 3.1 Introduction 36 1.9.5 Merits of Line and Staff Management 15 3.2 Decision-making Environment 37 1.9.6 Demerits of Line and Staff Organization 16 3.2.1 Definition of Decision-making 38 1.10 Summary 19 3.3 Decision Types/Models 39 3.1 Keywords 19 3.3.1 Models of Decision-making 39 3.2 Types of Decision-making 39 3.3.2 Types of Decision-making 39 3.3.3 Group Decision-making 39 3.3.2 Types of Decision-making 39 3.3.3 Group Decision-making 40 3.4.1 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44			2.8	Summary	34
1.9.2 Staff Management 14 2.11 Further Readings 35 1.9.3 Relationship between Line and Staff Management 14 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 3.1 Introduction 36 1.9.5 Merits of Line and Staff Management 15 3.2 Decision-making Environment 37 1.9.6 Demerits of Line and Staff Organization 16 3.2.1 Definition of Decision-making 38 1.10 Summary 19 3.3 Decision Types/Models 39 1.11 Keywords 19 3.3.1 Models of Decision-making 39 3.3.1 Models of Decision-making 39 3.3.2 Types of Decision-making 39 3.3.3 Group Decision-making 40 3.3.3 Group Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44	1.9		2.9	Keywords	34
1.9.3 Relationship between Line and Staff Management 14 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 3.1 Introduction 36 1.9.5 Merits of Line and Staff Management 15 3.2 Decision-making Environment 37 1.9.6 Demerits of Line and Staff Organization 16 3.2.1 Definition of Decision-making 38 1.10 Summary 19 3.3 Decision Types/Models 39 1.11 Keywords 19 3.3.1 Models of Decision-making 39 3.1.1 Further Readings 20 3.3.2 Types of Decisions 40 3.3.3 Group Decision-making Style 42 2. Evolution of Management Thought 3.4 Decision-making Styles by Degree of Participation 43 3.4.1 Decision-making Styles by Degree of Participation 44			2.10		
Management 14 3. Managerial Decision-making 1.9.4 Features of Line and Staff Management 15 1.9.5 Merits of Line and Staff Management 15 1.9.6 Demerits of Line and Staff Organization 16 3.2 Decision-making Environment 37 3.2.1 Definition of Decision-making 38 3.2.1 Definition of Decision-making 39 3.2.2 Types/Models 39 3.2.3 Models of Decision-making 39 3.2.2 Types of Decisions 40 3.2.3 Group Decision-making 42 2. Evolution of Management Thought 3.4 Decision-making Styles 43 3.4.1 Decision-making Styles by Degree of Participation 44			2.11	Further Readings	35
1.9.4 Features of Line and Staff Management 15 1.9.5 Merits of Line and Staff Management 15 1.9.6 Demerits of Line and Staff Organization 16 1.10 Summary 19 1.11 Keywords 19 1.12 Review Questions 19 1.13 Further Readings 19 2. Evolution of Management Thought 3.4 Decision-making Style 2.1 Introduction 21			3.	Managerial Decision-making	
1.9.5 Merits of Line and Staff Management 15 1.9.6 Demerits of Line and Staff Organization 16 1.10 Summary 19 1.11 Keywords 19 1.12 Review Questions 19 1.13 Further Readings 20 2. Evolution of Management Thought 3.4 Decision-making Style 3.3 Decision Types/Models 3.3.1 Models of Decision-making 39 3.3.2 Types of Decisions 40 3.3.3 Group Decision-making Style 42 3.4 Decision-making Styles by Degree of Participation 43 3.4.1 Decision-making Styles by Degree of Participation 44					
1.9.6 Demerits of Line and Staff Organization 16 1.10 Summary 19 1.11 Keywords 19 1.12 Review Questions 19 1.13 Further Readings 19 20 3.3.1 Models of Decision-making 39 3.3.2 Types of Decisions 40 3.3.3 Group Decision-making 42 2. Evolution of Management Thought 3.4 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44		1.9.5 Merits of Line and Staff Management			
1.10 Summary 19 1.11 Keywords 19 1.12 Review Questions 19 1.13 Further Readings 20 2. Evolution of Management Thought 3.3 Decision Types/Models 39 3.3.1 Models of Decision-making 39 3.3.2 Types of Decisions 40 3.3.3 Group Decision-making 42 3.4 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44		1.9.6 Demerits of Line and Staff Organization 16	3.2		
1.11 Keywords 19 1.12 Review Questions 19 1.13 Further Readings 20 2. Evolution of Management Thought 3.3.1 Models of Decision-making 39 3.3.2 Types of Decisions 40 3.3.3 Group Decision-making 42 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44	1.10	Summary19	2.2		
1.12 Review Questions 19 1.13 Further Readings 20 2. Evolution of Management Thought 3.3.2 Types of Decisions 40 3.3.3 Group Decision-making 42 3.4 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44	1.11	Keywords	3.3		
1.13 Further Readings 20 3.3.3 Group Decision-making 42 2. Evolution of Management Thought 3.4 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44	1.12				
2. Evolution of Management Thought 3.4 Decision-making Style 43 3.4.1 Decision-making Styles by Degree of Participation 44	1.13				
2.1 Introduction 21 3.4.1 Decision-making Styles by Degree of Participation 44		ear 7.7.2. Substaction of Management and Administration of the substantial and the sub	2.4		
2.1 Introduction 21 Participation 44	2.	Evolution of Management Thought	3.4		43
	2.1	Introduction21			44
	2.2		3.5		

	3.5.1 Multivoting	45	5.8	Performance Appraisal	85
	3.5.2 Procedures for Multivoting	45	5.0	5.8.1 Objectives of Performance Appraisal	85
	3.5.3 Nominal Group Technique	46		5.8.2 Advantages of Performance Appraisal	85
3.6	Herbert Simon Model	40	E 0	Summary	
3.7	Summary	48	5.9	Keywords	88
3.8	Keywords	51	5.10	Review Questions	88
3.9	Review Questions	51	5.11	Further Readings	
3.10	Review Questions	51	5.12	Further Readings	00
	Further Readings	52	6.	Individual Behaviors and Self Understandi	ng
4.	Organization		6.1	Introduction	
4.1	Introduction	53	6.2	Ego State	
4.2	Need for Organization		0.2	6.2.1 Parent Ego State	
4.3	Process of Organizing			6.2 2 Child Ego State	11121
	4.3.1 Classify and Group the Necessary Work	0,		6.2.3 Adult Ego State	100000
	Activities into Manageable Units	58	6.3	Transactional Analysis	
	4.3.2 Steps in the Process of Organizing	58	0.0	6.3.1 Transactional Analysis (Contracting)	
4.4	Organizational Structures			6.3.2 Transactional Analysis Ok Modes Model	, 1
	4.4.1 Organizational Structure during the			(Central Element)	95
	Twentieth Century			6.3.3 Transactional Analysis Ok Modes Model	95
	4.4.2 Traditional Organizational Structure			6.3.4 Transactional Analysis (Strokes)	96
	4.4.3 Basis for Departmentalization	62		6.3.5 The Goal of Transactional Analysis	97
	4.4.4 Matrix Organizational Structure		6.4	Johari Window	97
	4.4.5 Strategic Business Units	64		6.4.1 Johari Window Model	97
	4.4.6 Emerging Trends in Organizational			6.4.2 Johari Quadrant 1	98
	Structure			6.4.3 Johari Quadrant 2	98
4.5	4.4.7 Type of Organizational Structure			6.4.4 Johari Quadrant 3	99
4.5	Summary			6.4.5 Johari Quadrant 4	99
4.6	Keywords		6.5	Summary	101
4.7	Review Questions		6.6	Keywords	102
4.8	Further Readings	73	6.7	Review Questions	102
5.	Staffing		6.8	Further Readings	103
5.1	Introduction	74	7.	Group and Group Dynamics	
5.2	Concept of Staffing	76			
	5.2.1 Customized Assessment	76	7.1	Introduction	
5.3	System Approach	76	7.2	Foundations of Group Behavior	
5.4	Manpower Planning	77	7.3	Key Group Concepts	
	5.4.1 Steps in Manpower Planning			7.3.1 Nature and Features of Groups	
	5.4.2 Key to Managerial Functions	79	70	7.3.2 Classification of Groups	
	5.4.3 Need of Manpower Planning	79	7.4	Implications for Performance and Satisfaction	
5.5	Job Design	80	7.5	Group Behavior Model	
	5.5.1 Importance of Job Design	80	7.6	Towards Improved Group Decision Making	
	5.5.2 Factors Affecting Job Design		7.7	Group Cohesiveness	
	5.5.3 Recruitment and Selection			7.7.1 Factors Affecting Cohesiveness	
5.6	External Recruitment			7.7.2 Satisfaction of Members	
	5.6.1 Job Description		7.8	Cohesiveness and Group Productivity	
	5.6.2 Induction and Training			7.8.1 Cohesiveness	
5.7	Training and Development			7.8.2 Group Productivity	
			7.9	Summary	116

7.10	Keywords116	9.3	Types of Leadership	142
7.11	Review Questions117		9.3.1 Individual Leadership	142
7.12	Further Readings117		9.3.2 Organizational Leadership	
8.	Team Building		9.3.3 Macro Leadership	
0.	the state of the s	9,4	Leadership Styles	
8.1	Introduction	9.5	Contingency Model of Leader Effectiveness.	
8.2	Concept of Team Building119		9.5.1 Path-goal Theory	
8.3	Team120		9.5.2 Normative Decision Model	
	8.3.1 Need for a Team		9.5.3 Situational Leadership Theory	
	8.3.2 Team Formation	9.6	Fred Fiedler's Contingency Model	
8.4	Importance of Team Building121		9.6.1 Situational Factor	
	8.4.1 Factors of Successful Team Building 121		9.6.2 Leadership Effectiveness	
	8.4.2 The Importance of Team Building Activities 122	9.7	Formal and Informal Leadership	
8.5	Team Building Types122	9,8	Functions of Leadership	
	8.5.1 Types of Teams based on Dimensions 122	9,9	Technique of Leadership	
	8.5.2 Common Types of Teams	9.10	Path Goal Theory	
8.6	Characteristics of an Effective Team123	,,,,	9.10.1 Motivational Tools	
8.7	Team Behavior		9.10.2 Components of Path-goal Leadership	
	8.7.1 List of Behavioral Conduct in a Team		9.10.3 Strengths of Path-goal	
8.8	Team Designs		9.10.4 Criticism of Path-Goal	
	8.8.1 Team Building Types	9.11	Leader Behaviors	
	8.8.2 Defining Team Roles	9.12	Contingency Factors	
8.9	Stages of Team Development	9.13	The Managerial Grid	
	8.9.1 Stages of Team Development Model		9.13.1 Use of the Managerial Grid	
8.10	Team Dynamics and Team Members128	9.14	Summary	
	8.10.1 Four Types of Individual Differences		Keywords	
	8.10.2 Team Characteristics		Review Questions	
	8.10.3 Selection of Team Members		Further Readings	
8.11	Team Work			101
8.12	Team Leaders	10.	Conflict Management	
8.13	Common Team Issues	10.1	Introduction	162
	8.13.1 Common Team Building Pitfall133	10.2	Conflict	
8.14	Summary		10.2.1 Common Causes of Conflict	
8.15	Keywords136		10.2.2 Types of Conflict	
8.16	Review Questions		10.2.3 How to Identify Signs and Stages of	104
8.17	Further Readings136		Conflict	165
			10.2.4 How to Build Teamwork and Co-operati	on 166
9.	Leadership		10.2.5 How to Manage and Resolve Conflict Situations	166
9.1	Introduction		10.2.6 The Difference between Negotiation,	
9.2	Leadership Theories		Mediation, and Arbitration	167
	9.2.1 Trait Theory	10.3	Organizational Conflict	169
	9.2.2 Skills Theory		10.3.1 Types of Organizational Conflict	
	9.2.3 Situational Theory		10.3.2 Sources of Organizational Conflict	
	9.2.4 Contingency Theory	10.4	Conflict Management Strategies	171
	9.2.5 Path-Goal Theory141	10.5	Conflict Negotiation	
	9.2.6 Transformational Theory141	10.6	Sources of Power in Organizations	173
	9.2.7 Transactional Theory	10.7	Political Behavior in Organizations	174
	9.2.8 Servant Leadership Theory142			

10.6 Conflict Resolution Techniques	11.3.1 implications for Management 185 11.3.2 Limitations of Maslow's Hierarchy 186 11.4.1 ERG Theory of Motivation 187 11.4.1 Implications of the ERG Theory 187 11.5.1 According to Gates and Others 188 11.5.1 According to Gates and Others 188
11. Theory X, Y, and Z	11.6 Power and Affiliation Motives 158
11.1 Introduction 179 11.2 Management and Motivation: McGregor's Theory X and Y, Ouchi's Theory Z 180	11.6.1 Methods
11.2.1 William Ouchi Theory Z	11.8 Summary
11.2.2 Theory Analysis, Comparisons and Contrasts	11.9 Keywords
11.3 Maslow's Hierarchy of Needs	11.11 Further Readings

185

Principles of Management & Organizational Behavior

This book focuses on what you need to know to create effective organizations. It explains principles that come from organizational behavior, human resource management, strategy, group dynamics, and leadership. This book summarizes what we believe are the most significant core principles that will help you work with or manage organizations.

As a society, we need people who know how to create effective organizations. We need entrepreneurs and transformational leaders who know how to create and manage organizations. A major difference between a healthy, thriving society and a struggling society is the existence of a coordinated network of effective organizations that provide goods and services for consumers, and work opportunities for citizens.

We live in an organizational world and are surrounded by countless organizations, including international corporations, government agencies, family businesses, and churches. We participate in many groups at work, at church, and in our neighborhoods. Some organizations and groups are more effective than others. Effective organizations contribute to society by producing valuable products and services and providing meaningful opportunities for self-expression and fulfillment. The lives of people are greatly blessed by organizations that have direction and purpose, whose strategies are aligned with their structures and processes, and whose leaders make careful and sensitive decisions. Ineffective organizations tend to reduce the quality of life and waste environmental resources.

This book is divided into many chapters. Each chapter in the book includes a number of pedagogical aids. The questions at the end of each chapter ask students to review or explain the concepts. In addition, discussion assignments and cases require students to apply what they have learned in actual situations. In order to further stimulate ideas and debate so that students can become actively involved in applying the concepts, there are cases of varying length for each chapter. These cases were specifically written to address concepts and issues introduced in the chapter.

The main purpose of this book is to impart the students an insight into the subject, explaining the complexities involved in a simplified manner and helping them to achieve their academic goals. For an easier navigation and understanding, this book contains the complete 3G curriculum of this subject and the topics. The various topics are divided into Chapters, Units and Sub-units and sufficient space is provided for students to make their brief notes.



