

St Xavier's University Kolkata
Faculty of Commerce and Management
Department of Management Studies
Value-Added Course

Course Name: Managerial and Behavioural Effectiveness

Course Coordinator: Dr. Sayani Saha, Dr. Paramita Barman Sen & Dr. Madhurita Dey

Credit: 2

No of Hours: 30 (15 sessions X 2 hrs)

Level: Undergraduate students

Course Outcomes (COs):

CO1: Develop a thorough understanding of various managerial roles and the behaviors associated with effective management.

CO2: Demonstrate the ability to manage and lead diverse teams, fostering an inclusive and productive work environment

CO3: Apply the key theories and models of managerial behaviour to understand their implications on organisational effectiveness

Course Content

Module No.	Module Name	Topic(s)	Description	No. of hours allotted	Marks allotted	Associated Course Outcomes (CO)
I	Concept of Managerial Effectiveness	Time dimensions in Managerial Effectiveness, Person-Process-Product Model; Measuring Managerial Effectiveness, Effective and Ineffective Job	Distinction between Effectiveness and Efficiency Efficiency Models Behaviour characteristics, Role of Effective Manager as an Optimiser.	8	10	CO1, CO3
II	Environmental Issues in managerial effectiveness	Consequences of Leader-Group influences;	Organisational Climate and leadership styles	6	15	CO1, CO2

		Crisis Management; Different Leadership Styles for managerial effectiveness				
III	Characteristics of Effective Managers	Stress Management: Sources of Stress, Consequences of organisational stress, Coping Strategies; Spirituality and Stress Management; Maintaining Eisenhower Matrix	Stress and Work-life Balance Time Management and Planning	8	10	CO2, CO3
IV	Interpersonal skills and creativity in Management	Interpersonal skills in Managerial Jobs, Conflict, Different types of conflict, Managing Conflicts; Transaction Analysis and Managerial Effectiveness; Managing Emotion at workplace: Negative and Positive Emotions at workplace, Emotional Intelligence. Barriers to creative thinking; Enhancing creativity: Popular techniques for creativity enhancement	Managing conflict at workplace And Workplace communication Creativity: Importance of creativity in Innovation,	6	15	CO1, CO2, CO3

Suggested Readings:

1. Raja, E Ananda., Prabhu, N R V. and Rao, P Kameshwara. Managerial Behaviour and Effectiveness by Excel books

2. Drucker, Peter. Management; Harper Row.
3. Blanchard & Thacker. Effective Training Systems Strategies and Practices, Pearson.
4. Tidd, Joe., Bessant, John., Pavitt, Keith. Managing Innovation; Wiley
5. Rao, T.V. Appraising and Developing Managerial Performance, Excel Books.
6. Omkar, M. Personality Development and Career Management; S Chand

Teaching Pedagogy:

S. No.	Description	Used (Yes/No)
1	Lecture	Yes
2	Discussion/Demonstration	Yes
3	Case Study	Yes
4	Test/Assignment	Yes
5	Student Seminars/Presentation	Yes

Evaluation Plan:

S. No.	Evaluation Components	Mode (Individual/Group)	Marks	Remarks
1	Case Study	Individual	25	In the class activity
2	Presentation	Group	25	Continuous Assessment
3	Final Examination	Individual	50	Written
Total Marks (1+2+3)			100	
Pass Marks			40	

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Course Coordinator(s)

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Head of the
Department

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Dean
Faculty of Commerce and Management