

UNDERGRADUATE PROGRAMME IN COMMERCE

SEMESTER V

PAPER NO - 12: ORGANIZATIONAL BEHAVIOUR

Marks: 100 (Theory = 75, Internal Assessment = 25)

Objective: This course is designed to equip the students with the tools necessary to understanding the dynamics of individual and group behaviour for efficient and effective utilization of human resources in the organizations. Broadly, the course intends to help the students to be able to understand and analyse the individual needs, feelings, aspirations and to develop skills needed to plan for the implementation of change in an organization.

Lectures: 48

UNIT I: Introduction

9 Lectures

Definition, Need and Importance of Organizational Behavior, Contributing disciplines of OB.

Nature and Scope, Organizational Behavior Models.

UNIT II: Individual Behaviour

9 Lectures

Personality – Type A and B, Big five personality types, Factors influencing personality.

Values And Attitudes– Concept and types of values: Terminal value and instrumental value. Components of attitude, job related attitudes, measurement of attitude.

Learning – Concept and learning theories and reinforcement.

Perceptions And Emotions – Importance, factors influencing perception, perpetual distortions, emotional intelligence.

UNIT III: Motivation And Interpersonal Behaviour

10 Lectures

Motivation – Meaning and importance of motivation, Maslow's need hierarchy theory, Herzberg's two factor theory, Theory X Theory Y, Intrinsic and Extrinsic motivation by Ken Thomas, Measurement of motivation using standard questionnaire.

Communication and feedback.

Transactional Analysis (TA), Johari Window.

UNIT IV: Group Behaviour

10 Lectures

Group Dynamics, Cohesiveness and Productivity.

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Conflict: Sources of conflict, resolution strategies.

Leadership: Meaning and concept of leadership, trait theory, transactional, charismatic, and transformational leadership.

UNIT V: Dynamics of Organisational Behaviour

10 Lectures

Organizational Climate and Culture – Concept, Factors affecting organizational climate and culture, Developing organizational culture.

Organizational Change – Importance, Stability vs. Change, Proactive vs Reaction change, Change process, Resistance to change, Managing change.

Stress – Work Stressors, Consequences, Prevention and Management of stress

READINGS:

Essential Readings:

1. Robbins, S.P., *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Greenberg, Jerald, and Robert A Baron, *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Luthans, F., *Organisational Behaviour*, McGraw Hill International. New York.

Suggested Readings:

1. Chhabra, T. N., *Organisational Behaviour*, Sun India Publications.
2. Singh, A.K., and B. P. Singh, *Organizational Behavior*, Excel Books Pvt. Ltd, New Delhi.
3. Hersey, P.K., Blanchard, H. and D. E. Johnson, *Management of Organisational Behaviour: Leading Human Resources*, Pearson Education.
4. Moshal, B.S., *Organisational Behaviour*, Ane Books Pvt. Ltd., New Delhi
5. Sekaran, Uma, *Organisational Behaviour: Text and Cases*, Tata McGraw Hill, New Delhi.

Note: Latest edition of the book may be used.