

SEMESTER I
ORGANISATIONAL BEHAVIOUR

Programme: M.Com (Applied Finance)

Course Code: P20/COM/DSC/104

Type of course: DSC

No. Of Credits 4

Max Marks: 100

Max Hours 75

Hours per week: 5 hrs

Course Objectives:

To introduce the concept of organizational behavior & help students understand the impact that individuals have on organizations.

Course Outcomes:

- CO1:** Students will be able to outline the importance of organizational behavior and identify the roles of the managers.
- CO2:** Students will identify the challenges faced by Managers.
- CO3:** Students will examine and explain the determinants of individual and understand the influence of personality, perception & attitudes on Organizational Behaviour
- CO4:** Students will identify the factors influencing group behaviour.
- CO5:** Students will illustrate the process of motivation and its role in learning & reinforcement
- CO6:** Students will identify the determinants of organizational culture
- CO7:** Students will assess the influence of power and politics on organization's functioning
- CO8:** Students will identify measures for conflict and stress management.
- CO9:** Students will compare and contrast leadership theories and styles.
- CO10:** Students will explain the process of identifying and synthesizing change management.

MODULE I - INTRODUCTION:**(15 Hrs)**

Organisational Behaviour (OB): Concept of Organisational Behaviour (OB)- Importance of Organizational Behaviour- Role of Managers in OB- Interpersonal Roles-Informational Roles- Decisional Roles - Features – Scope – Fundamental Concepts of OB. Challenges for Managers – Changes in the Global Marketplace – Diverse workforce (Cultural Diversity, Gender Diversity) – Ethics & Personal integrity – Whistle blowing – Social Responsibility – Concept of Positive Organisational Behaviour

MODULE II - UNDERSTANDING INDIVIDUAL AND GROUP BEHAVIOUR**(15 Hrs)**

Individual Behaviour – Personality Determinants – Big five Personality factors – Perception Process – Factors influencing perception – Internal & External; Attitudes and Behaviour - Attitude Formation and Attitude Change. Group Behaviour – Fundamentals of Groups – Stages of Development- Important Factors influencing Team Effectiveness – Cohesiveness – Norms – Decision Making

MODULE III - MOTIVATION AND CULTURE:**(15 Hrs)**

Motivation- Theories of Motivation – Motivational Processes - Content Theories (Maslow, Herzberg, McClelland) – Process Theories (Adam, Victor, Vroom and Lawler and Porter) – Learning and Reinforcement Theory – Learning cycle. Organisational Culture - Establishing values - creating a vision – Forming a Culture – Sustaining a Culture – Changing a Culture (Case studies)

MODULE IV - ORGANISATIONAL POWER, POLITICS AND CONFLICT:**(15 Hrs)**

Power and Politics: Power Bases – Dependency – Individual Versus Organisational Power – Political process in Organisation – Factors contributing – Techniques of Organisational Politics – Managing Political Behaviour. Conflict – Transition in Conflict Thought – Functional and Dysfunctional Conflict – Process of Conflict – Managing Conflict. Stress Management – Causes of stress - Individual & Organizational strategies for coping with stress (case studies)

MODULE V - LEADERSHIP AND CHANGE:**(15 Hrs)**

Leadership – Introduction – Leadership and Management – Leadership Styles -Theories of Leadership – Traits – Behavioral Model (Managerial Grid) – Contingency theory – Inspirational approaches. Change – Challenges contributing to Change – Types of Change Approaches – Change Management.

Suggested readings:

1. Robins P.Stephen & Judge: Organizational Behavior, 12/e PHI, New De1hi.2007
2. Fred Luthans: Organizational Behavior, Me Graw Hill, New Delhi.
3. Nelson: Organisational Behaviour, 3e, Thomson 2006
4. Aswathappa: Organizational Behavior, Himalaya Publisher.
5. Hodgetts: Modern Human Relations at Work, Thomson 2007.
6. Shashi Gupta & Rosy Joshi: Organisation Behaviour—Kalyani Publication

ORGANIZATION BEHAVIOUR
MODEL QUESTION PAPER

COURSE CODE: P20/COM/DSC/104**MAX.MARKS: 60****TIME: 2 ½ HRS**

SECTION – A

I. Answer any FIVE**5 x 2 = 10 M**

1. Diverse workforce
2. Decision Making
3. Learning cycle.
4. Dependency
5. Nudge Theory.
6. Personal integrity
7. Cohesiveness
8. Conflict

SECTION - B

II. Answer any FIVE**5 x 10 = 50 M**

9. Discuss the Role of Managers in OB

OR

10. Explain the Concept of Positive Organizational Behavior with examples

11. Bring out the Important Factors influencing Team Effectiveness

OR

12. Explain the factors influencing perception

13. Discuss in brief any two Theories of Motivation

OR

14. Write a note on Learning and Reinforcement Theory

15. What are the major Causes of stress and the measures to overcome them

OR

16. How do you manage Conflict to smooth the organizational function

17. Discuss any three strategies and approaches to implement change management.

OR

18. What are the challenges faced during organizational change?