

  
**MANGALORE UNIVERSITY**

**Department of Commerce**  
**M.Com.**

**CMS557: Optional (HRDAM): Organizational Behaviour**

**Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits**

**Learning Objectives:**

- To familiarize the students with individual, interpersonal and group-related perspectives in organizational behaviour along with the recent developments.

**Course Outcomes:**

1. Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

**Unit-1:** An Overview of Organisational Behaviour: Evolution – Concepts and Approaches - Consistency Vs Individual Differences in Human Behaviour - Tools for Learning about Behaviour in Organisations-Psychological contract-Challenges and Opportunities for Organisational Behaviour.

**Unit-2:** Individual Behaviour : Biographical Characteristics – Ability-Job Fit - Traits and Determinants of Personality - Personality-Job Fit Theory - Person- organization fit – Perception – Hallucination -Learning - Adult Learning Curve – **Values and Attitudes** – Sources and Types of Values and Attitudes –Emotional Intelligence-Pygmalion Effect- Job Satisfaction, Job Involvement, and Organisational Commitment- Attribution theory- stereotypes-coaching mentoring and counseling – Employee Involvement and Empowerment –**Employee Engagement.**

**Unit-3:** Group behaviour: Concept of Group - Stages of Group Development – **Group Behaviour** Model - Group Decision Making – Teams Vs Groups - **Team Effectiveness** Model - Interpersonal Relations – Johari Window – TA - Conflict – Conflict Process – **Negotiation and Bargaining** – Distributive Vs Integrative Bargaining – Managing Inter-group Relations.

**Unit-4:** Bases of Power – Power and Influence - Power Tactics - Organisation System: Organisation Design – New Work Designs and Technology – Tasks Characteristics Theories - Work Space Design – organizational designs and employee behaviour – Flex time –quality of work life and workplace stress-Telecommuting - work-life balance-Alcoholism and Drug Abuse Organisation Culture – Types and Functions of Culture - Learning Culture.

**Unit-5:** Organisation Change – Forces for Change – Lewin’s 3-step Model - Kotter’s 8-step

plan- Managing Change – **Impression Management** – Innovation in Organizations – Organizational Citizenship Behaviours – Psychological Capital.

**References:**

- Adler N.J., International Dimensions of Organizational Behaviour, (Kent)
- Boony L.E. and Bowen D.D. (eds) , The Great Writings in Management and Organisation Behaviour, (Random House)
- Cranny C J, Smith P.C. and Stone E F (eds), Job Satisfaction (Lexington Books)
- Hewstone M., Fincham F.D. and Foster J., “ Psychology”, Blackwell.
- Jex S.M., „Organizational Psychology „, John Wiley
  
- Katzenbach J.R. and Smith D.K., The Wisdom Of Teams, (HBS Press)
- Lorsch J. W. (ed), Hand Book of Organisational Behaviour (Prentice Hall)
- Luthans F., „Organizational Behaviour“, McGraw –Hill.
- Mullins L.J., „Essentials of Organizational Behaviour“, Prentice-Hall.
- Pasmore W.A. and Woodman R. W. (eds), Research in Organisational Change and Development (JAI Press)
- Robbins S.P., and Judge T.A., „Essentials of Organizational Behaviour“, Pearson.
- Schein E H, Organizational Psychology, (Prentice-Hall)
- Senge Peter M., The Fifth Discipline (Doubleday)

