



SOLAPUR UNIVERSITY, SOLAPUR

M.Com.Part-I

Management Concepts and Organization Behaviour

Choice Based Credit System Syllabus

(w.e.f. June 2015-16)

Title of the Course : M.Com (Duration 2 years)

Medium of Instruction : English

Eligibility : B. Com. Pass

*** Management Concepts and Organizational Behaviour (Compulsory Paper-I)**

CBCS Syllabus for M.Com-I, Semester-I&II (w.e.f. June-2015-16)

Lectures – 4 per week

Total Marks- 70

* Objective : The objective of this paper is to make students understand the conceptual frame work of Management & Organization Behavior.

Semester-I

Course Inputs

Unit No	Name of the Topic	Details	Lectures
1	Concept of Management and Organizational Behaviour	A) Management :- Concept, Schools of Management, thought- Behavioral School, Social System School, Contingency theory of Management	10
		B) Organizational Behavior :- Concept and Singificance, Contributing disciplines to OB, Evolution of OB, Relationship between management and OB	

2	Foundation of Individual Behaviour	<p><u>Behaviour:-</u> Meaning, Fundamentals of Individual Behaviour- personal and environmental factors.</p> <p><u>Personality:-</u> Definition, Determinants of personality, cattle's personality traits, types of personality</p> <p><u>Perception:-</u> Meaning, Sensation and perception, process of perception, improving perception.</p> <p><u>Attitudes:-</u> Meaning, Formation of Attitudes, Types of job related attitudes- job satisfaction, job involvement and Organisational commitment.</p> <p><u>Values:-</u> Definition, Types of values- terminal and instrumental, formation / sources of values</p> <p><u>Job Satisfaction:-</u> Definition, Determinants of job satisfaction, Measurement of job satisfaction, effects of job satisfaction, how employees express their dissatisfaction.</p> <p><u>Learning:-</u> Meaning, Theories of learning- Theory of classical conditioning, Theory of operant conditioning.</p>	15
3	Foundation of Group Behaviour	Group- Meaning, features of group, need for understanding group Behaviour, why people form groups?, types of groups- formal and informal groups, stages of group development, Factors affecting group performance / effectiveness, team development.	10
4	Motivation	Definition, Meaning, Process of Motivation, performance and motivation,	15

		complexities in motivation. Theories of Motivation- Need Hierarchy, Theory X, Theory Y, Theory Z, Two factor or Hygiene Theory, Victor Vrooms expectancy theory, alderfer's, ERG theory David Mclelland's acquired / learned need theory, economic and non-economic incentives	
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Reference Books

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| 1. Organisational Behaviour | - L.M.Prasad |
| 2. Organisational Behaviour- Human Behaviour at work | - John W. Newstrom & Keith Davis |
| 3. Organisational Behaviour | - Stephon Robbins |
| 4. Management | - John Schermerhorn |
| 5. Organisation Behaviour | - Ashwathappa |
| 6. Organisational Behaviour | - Dr. Anjali Ghanekar |
| 7. Organisational Behaviour | - Dr. S S Khanka |
| 8. Management and Behavioural Processes | - K Shridhar Bhatt |
| 9. Organisational Behaviour | - Fred Luthans |

Semester – II

Unit No	Name of the Topic	Details	Lectures
1	Leadership	Concept, Leadership styles, Approaches to leadership- Trait approach, Behavioural approach, situational approach. Theories of leadership- Likert's four system leadership, Blake and Montons, Managerial grid theory, Fiedler's contingency leadership theory, Tannenbaum and schmidt's leadership continuum, Harsey and Blancharda's situational leadership theory.	15
2	Organisational Conflict	Meaning, Definitions, approaches to conflict- Traditional and modern approach, sources of conflict, functional and dysfunctional Organisational conflicts, Types of conflicts-Intrapersonal, Interpersonal, Intergroup, Inter-Organisational conflicts, Resolution of conflicts	10
3	Interpersonal and Organisational Communication and Stress Management	A) Communication:- Concept of two way communication, communication process, improving communication, Gender differences in communication, Transactional analysis in communication. B) Stress Management:- Meaning, Definition, nature of job stress, causes of stress, Stress and efficiency, coping with stress	10
4	Organisational culture Organisational change and Development	A) Organisational Culture:- Meaning, Characteristics, Significance or functions, types of Organisational culture. Managing diversity B) Organisational Change and	15

		<p><u>Development:-</u> Need for change, forces and targets for change- Tasks, people, culture, technology, structure phases of planned change- Unfreezing, Changing, refreezing. Change strategies- force coercion strategy, rational persuasion strategies, shared power strategies,</p> <p><u>Organisational Development:-</u> Concept, process of Organisational development- diagnosis, Intervention, evaluation. OD interventions-- Individual, team, Organisation wide.</p>	
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Reference Books

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| 1. Organisational Behaviour | - L.M.Prasad |
| 2. Organisational Behaviour- Human Behaviour at work | - John W. Newstrom & Keith Davis |
| 3. Organisational Behaviour | - Stephon Rollins |
| 4. Management | - John Schermerhorn |
| 5. Organisation Behaviour | - Ashwathappa |
| 6. Organisational Behaviour | - Dr. Anjali Ghanekar |
| 7. Organisational Behaviour | - Dr. S S Khanka |
| 8. Management and Behavioural Processes | - K Shridhar Bhatt |
| 9. Organisational Behaviour | - Fred Luthans |
| 10. Management: Leading people and
Org nizations in the 21 st Century | - Gary Dessler |