



Symbiosis College of Arts and Commerce

(An Autonomous College Affiliated to University of Pune)

Subject code		Semester	I	II	III	IV	V	VI	M.A.	I	II	III	IV
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Title of Subject	ORGANIZATIONAL BEHAVIOUR
(For M.A. Part-I I as per the approval of BOS)	

Objectives	<ol style="list-style-type: none"> To acquaint the students with the nature of Organizational Behaviour (OB) To equip the student with the knowledge of important OB processes such as Leadership and motivation To understand the interpersonal transactions in organizational behaviour and their implications.
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Detailed syllabus

Unit	Contents of the syllabus	Number of Lectures
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1	FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR 1.1. Nature of Organizational Behaviour; Models of OB; Autocratic, Custodial, Supportive, Collegial, System 1.2. Trends & Challenges of OB: Globalization, Diversity, Ethics 1.3. Culture: Dimensions according to Hofstede, Tromenaar, Pareek (OCTAPACE). Organizational Culture: characteristics, purpose, types, creating and transmitting organizational culture 1.4. Organization Structure and Design: Classical and Contemporary Designs (Matrix, Vertical, Horizontal, Network). 1.5 Morale- Definition & Nature	15
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2	MOTIVATION IN ORGANIZATION 2.1. Motivating by Meeting Needs and Managerial Applications: Maslow, Adlerfer, Herzberg, and McClelland. 2.2. Motivating by Setting Goals: Goal setting theory and setting effective performance goals. 2.3. Motivating by Being Fair: Distributive justice, Equity theory, procedural justice, interactional justice, and organizational justice. 2.4. Motivating by Altering Expectations and by Structuring Jobs: VIE model, Porter & Lawler model, Quality of Work Life model, job enrichment and job enlargement, Hackman & Oldham's job characteristics model.	15
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3	3. LEADERSHIP AND EMPOWERMENT 3.1. Behavioral Approach to Leadership Style. 3.2. Contingency Approach to Leadership: Fiedler's contingency model; Hersey & Blanchard's situational leadership model; path goal model; and Vroom's decision making model. 3.3. Emerging Approaches to Leadership: Transactional leadership, transformational leadership; substitutes and enhancers for leadership; and self & super leadership. 3.4. Empowerment and Participation: Meaning, process, and programs.	15
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4	4. COMMUNICATION, CONFLICT AND STRESS 4.1. Organizational Communication: Meaning, functions, directions types (formal-informal, electronic) and techniques for improving communication skills 4.2. Conflict: Nature, Levels, Sources, Effects; Strategies for conflict resolution; Work-family conflict 4.3. Work stress: Sources, consequences, managing stress (individual and organizational approaches). 4.4. Employees Counselling.	15
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Total Number of Lectures	60
Suggested Reference Books	
<ol style="list-style-type: none"> 1. Newstrom, J.W.(2007) Organizational behaviour : Human behaviour at work N.D.: Tata McGraw-Hill 2. Greenberg, J. and Baron R.A. (2005) Behaviour in organizations. N.D.: Pearson Edu. 3. Luthans, F. (2013) Organizational behaviour: An Evidence – based Approach (12thEd.) ND : McGraw-Hill Edu (India) Pvt. Ltd. 4. Ivancevich, J.M. Konsopaske R. & Matteson M.T. (2005) Organizational behaviour and management. New Delhi : Tata McGraw-Hill 5. Robbins, S.P., Judge T.A., & Sanghi, A. (2009) Organizational behaviour N.D. Pearson Prentice Hall. 6. Muchinsky ,P.(2001).Psychology Applied to work .6th ed. New Delhi :Wadsworth 7. Sinha, J.B.P. (2008) Culture & Organization Behaviour. New Delhi: Sage Texts 8. Mullins, L.J. (2007) 7th ed. Management and organizational behaviour N.D. : Pearson Edu 9. Pareek, U. and Rao, T.V.(2003). Designing and managing human resource system. N.D.: Oxford & IBH. 10. Hersey, P.& Blanchard ,K.H. (1982) . Management of organizational behaviour utilizing human resources (4th ed.).Prentice-Hall. 11. Robbins,S. (2001). Organization behaviour. (9th ed.).New Delhi :Prentice Hall of India. 12. Rao , V.S.P. and Narayana ,P.S.(1995). Organizational theory and behaviour (2nd ed.) New Delhi :Konark Pub. Pvt.Ltd. 13. McShane ,S.L. and Von Glinow,M.A.(200). Organizational behavior: Emerging realities for the workplace revolution . New Dehli: Tata Mcgraw-Hill. 	
Suggested Journals	
Web sites :	

