**DIRECTORATE OF DISTANCE EDUCATION**

**INTEGRAL UNIVERSITY, LUCKNOW**

**Subject Name: ORGANIZATIONAL BEHAVIOUR**

**Subject Code: M.COM- 101 Paper Code: OB/M**

**(W.e.f. JULY 2018 Session)**

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| **C**  **O**  **N**  **T**  **E**  **N**  **T**  **S** | **UNIT** | **Chapter Name** |
| **Unit - 1** | **STUDY OF ORGANIZATIONAL BEHAVIOUR** |
| **Unit – 2** | **EVOLUTION OF MANAGEMENT THOUGHT** |
| **Unit – 3** | **INDIVIDUAL DIMENTIONS OF ORGANIZATIONAL BEHAVIOUR** |
| **Unit – 4** | **PERSONALITY** |
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| **Unit – 10** | **FOUNDATION OF GROUP BEHAVIOUR** |
| **Unit – 11** | **CONFLICT MANAGEMENT** |
| **Unit – 12** | **STRESS MANAGEMENT** |
| **Unit – 13** | **THE DYNAMICS OF COMMUNICATION** |
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| **Unit – 15** | **LEADERSHIP** |
| **Unit – 16** | **ORGANIZATIONAL STRUCTURE** |
| **Unit – 17** | **JOB DESIGN** |
| **Unit – 18** | **MANAGEMENT OF CHANGE** |
| **Unit – 19** | **ORGANIZATIONAL DEVELOPMENT** |
| **Unit – 20** | **ORGANIZATIIONAL CULTURE & CLIMATE** |

**ORGANIZATIONAL BEHAVIOUR**

**UNIT –1 STUDY OF ORGANIZATIONAL BEHAVIOUR**

* Introductions
* Definitions
* Contributing Fields to Organizational Behaviour
* Behaviour Model For Organizational Efficiency
* External Environment

**UNIT –2 EVOLUTION OF MANAGEMENT THOUGHT**

* Introduction
* Classical Theories of Management Bureaucracy
* Scientific Management - Taylor
* Principles of Scientific Management
* Analysis
* Process Management Theory – Fayol
* Neo-Classical Theories
* Modern Management Theories
* Total Quality In Human Resources Management
* Leadership
* Appraisal And Recognition

**UNIT -3 INDIVIDUAL DIMENTIONS OF ORGANIZATIONAL BEHAVIOUR**

* Introductions
* Biographical Characteristics
* Emotional Intelligence At Work *Optimism*
* Learned Characteristics
* Developing An Organizational Behaviour Model (OB Model)
* Independent Variables
* Types of Models of Organizational Behaviour

**UNIT –4 PERSONALITY**

* Introductions
* Determinants of Personality
* The Myers-Briggs Type Indicator (MBTI)
* Personality Orientation
* Types of Personality

**UNIT –5 LEARNING**

* Introductions
* Theories of Learning
* Application of Reinforcement To Shape Behaviour
* Extinction
* Application of Learning And Organizational Behaviour Modification

**UNIT –6 VALUE ATTITUDE & JOB SATISFACTION**

* Introductions
* Values
* Types of Values
* Value, Loyalty And Ethical Behaviour
* Attitude
* Types of Attitude
* Cognitive Dissonance Theory
* Job Satisfaction
* Effect of Job Satisfaction on Performance

**UNIT –7 MOTIVATION**

* Introductions
* Importance of Motivation
* Motivation Theories
* Maslow’s Need Hierarchy Theory
* Analysis
* Herzberg’s Motivation— Hygiene Theory
* Analysis
* Mcgregor’s Theory X And Theory Y
* Erg Theory of Motivation
* Expectancy Theory-Vroom
* Porter And Lawler Model of Motivation

**UNIT –8 PERCEPTION & INDIVIDUAL DECISION MAKING**

* Introductions
* Definition
* Common Errors While Judging Others
* Individual Decision Making
* Factors Affecting Decisions

**UNIT –9 INTERPERSONAL BEHAVIOUR (TRANSACTIONAL ANALYSIS)**

* Introduction To Transaction Analysis
* Principles of Changes In Awareness
* Ego State
* Analysis of Transactions
* Non-Complimentary Transactions
* Life Script
* Life Positions
* Psychological Games
* Benefits of Transactional Analysis

**UNIT –10 FOUNDATION OF GROUP BEHAVIOUR**

* Introductions
* Understanding Group
* Types of Groups
* Psychological Groups
* Theories of Group Behaviour
* Cohesion
* Group Cohesiveness

**UNIT –11 CONFLICT MANAGEMENT**

* Introduction
* Functional And Dysfunctional Conflict
* Functional Conflict
* Transition of Conflict
* Causes of Conflict
* Behavioural View
* Conflict Process
* Conflict Resolution Model

**UNIT –12 STRESS MANAGEMENT**

* Introduction To Stress
* Sources of Job Stress
* Physiological Response
* Role Conflict
* Burnout
* Management of Stress
* Organizational Level Strategies

**UNIT –13 THE DYNAMICS OF COMMUNICATION**

* Introductions
* Objectives of Communication
* Communication Process
* Means of Communication
* Structure of Communication
* Types of Communication
* Communication Network
* Barriers To Effective Communication
* Feedback
* Overcoming Communication Barriers

**UNIT –14 POWER & PLASTICS**

* Introductions
* Bases of Power
* Sources of Power Organizational Based
* Allocation of Power
* Politics
* Scarcity of Resources
* Non Programmed Decisions
* Techniques of Political Plays
* Machiavellianism (1469 – 1527)

**UNIT –15 LEADERSHIP**

* Introductions
* Definition
* Ingredients of Leadership
* Theories of Leadership
* Leadership Skills And Style
* Leadership Styles And Behaviour
* Leadership Styles Based On Authority
* Likert’s Four Systems of Management
* Managerial Grid
* Team Management 9:9
* Contingency Approach To Leadership
* Hersey And Blanchard’s Situational Leadership Model
* Behaviroural Approach To Leadership
* Fiedler’s Contingency Approach To Leadership
* Path-Goal Theory of Leadership
* Charismatic Leadership
* Transformational Leadership

**UNIT –16 ORGANIZATIONAL STRUCTURE**

* Introductions
* Definition
* Forms of Organization Structure
* Bureaucracy
* Concepts of Organizational Structure
* Formalisation
* Standardization
* Span of Management
* Designing of Organisational Structure
* Steps In Formation of Organizational Structure
* Determinants of Organizational Structure
* Types of Organizational Structure

**UNIT –17 JOB DESIGN**

* Introductions
* Job Enrichment
* Personal Growth & Achievement
* Job Design
* The Job Diagnostic Survey
* Experienced Psychological States: (Intervening Variables)
* Growth, Need Strength (Moderating Variables)
* Managerial Implications For Job Design
* Options For Job Design
* Job Design And Quality of Work Life

**UNIT –18 MANAGEMENT OF CHANGE**

* Introductions
* Understanding Change
* Organizational Growth As A Kind of Change
* Forces of Change
* Change Process
* Levels of Change
* Types of Change
* Steps In Managing Change
* Change Agents
* Resistance To Change
* Rapidity And Extent of Change

**UNIT –19 ORGANIZATIONAL DEVELOPMENT**

* Introductions
* Definitions
* Objective of Organizational Development Programme
* Quality of Work Life
* Features of Quality of Work Life
* Organizational Development Intervention Strategies
* Organizational Strategies For Personal Concern
* Quality Circles And Self-Managed Teams
* Job Related Interventions
* Socio-Technical Interventions
* Learning Organizations
* Innovation
* Innovation Process
* Features of Innovative Organization:
* Creativity
* Three Component Model of Creativity

**UNIT –20 ORGANIZATIONAL CULTURE & CLIMATE**

* Introduction
* Functions of Organizational Culture
* Managing Organizational Culture
* Levels of Culture
* Management Philosophy
* Organizational Climate