

MANGALORE UNIVERSITY
Department Master of Commerce (HRD)
M.Com (HRD)

CRH452: ORGANISATIONAL BEHAVIOUR

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To study as to why people behave the way they do as individuals, as members of a group and as employees in organisations.

Course Out Comes:

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

Unit -1: Foundations to Organisational Behaviour: Definitions- History of OB- The conceptual Models of OB- Understanding Human Behaviour- Goals of OB- Organisation Structure and Design- Organisational Effectiveness- E-Business and OB, Challenges and Opportunities of OB.

Unit -2: Individual Process and Behaviour: **Personality:** Determinants of Personality, The Big Five Personality Dimensions- Myers- Briggs Type Indicator. Perception: Factors Influencing Perception- Perceptual Process- Social Identity Theory- Attribution Theory- Perceptual Errors- Impression Management- Psychological Contract. Attitudes: Components - Types of Job Attitudes- Managing emotions at work, Emotional Dissonance- Prejudice- **Values and Ethics- Employee Engagement.** **Motivation:** Theories of Motivation- MBO- Behaviour Modification- Learning and Behaviour.

Unit -3: Group Behaviour: Group Development- Stages- Group conformity and Deviance- Formal and Informal Groups- Self Directed work teams- Team effectiveness. **Leadership Skills:** Theories of Leadership- Cross-cultural and Gender Issues in Leadership.

Unit -4: Organisational System: Organisational Structure- Meaning- Types of Departmentalisation - Contingencies of Organisational Design- Organisational Size, Technology, External Environment, Organisational Strategy, Organisational Culture and performance- Organisational Socialization.

Unit -5: Organisational Dynamics: Organisational Change- Why do people resist Change? Dealing with resistance to change- Cross Cultural and ethical issues in Organisational Change. Organisational Development- OD Values and Principles. Managing Knowledge Workers- Managing diversity in Organisations.

References:

1. Adler N.J., International Dimensions of Organistional Behaviour, Kent
2. Campbell J P and Campbell R J (eds), Productivity in Organisations: New Perspectives from Industrial and Organisational Psychology, Jossey-Bass
3. Cotton J.L., Employee Involvement, Sage
4. Lorsch J. W. (ed), Hand Book of Organisational Behaviour, Prentice Hall

5. P.G Aquinas, Organizational Behaviour- Concepts, Realities, Applications and Challenges, Excel Books
6. Pfeffer J, Managing with Power, HBS Press
7. Price J.L. and Mueller C.W., Handbook Of Organisational Measurement, Pitman
8. Schein E H, Organisational Psychology, Prentice-Hall
9. Senge Peter M., The Fifth Discipline, Doubleday
10. Stephen P. Robbins, Organizational Behavior, Prentice-Hall
11. Stevan L Mc Shane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour, Third Edition, Mc Graw Hill
12. Yukl G, Leadership in Organisations, Prentice Hall

