

Syllabus

PANJAB UNIVERSITY

M.Com. (First Semester)

PAPER 4: MC. 104 - ORGANISATION THEORY AND BEHAVIOUR

Objective: *The objective of the course is to develop a theoretical understanding among students about the structure and behavior of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms.*

UNIT - I

Organizational Theories and Behaviour: Classical, Neo - classical and Contemporary. Authority, Power, status, formal and informal structure. Flat and Tall structures. Bureaucratization of organizations. Organizational Behaviour Concepts, determinants, models, challenges and opportunities of OB. Transaction cost and organizational behaviours. Contributing disciplines to the OB. Individual Behaviour:

Foundations of individual behaviour, values, attitudes, personality and emotions. Theory X and Theory Y, Chris Argyris behaviour patterns, Perceptual process.

UNIT - II

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making, Nominal group technique and Delphi technique, models of communication, communication effectiveness in organizations. Feedback, TA, Johari Window. Motivation: Need hierarchy, Maslow's Need Hierarchy, Two factor theory, Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, and equity) expectancy model. Behaviour modification, Motivation and organizational Effectiveness.

UNIT - III

Leadership, Power and Conflict: Concept and theories, Behavioral approach, Situational approach, Leadership effectiveness, Contemporary issues in leadership. Power and conflict. Bases of Power, power tactics, sources of conflict patterns, levels and conflict resolution strategies. Transactional Analysis (TA) - Work Stress.

UNIT - IV

Organizational Culture, Organizational Development and Stress Management: Concept and determinants of organizational culture, Organizational Development: Concept and intervention techniques. Individual and organizational factors to stress, Consequences of stress on individual and organization, management of stress.

Case Studies: Some cases of real business world are required to be discussed.