



Code	Subject Title	Cr. Hrs	Semester
COMM-310	Organizational Behaviour	3	VI
Year	Discipline		
3	Commerce		

WHAT IS ORGANIZATIONAL BEHAVIOR?

- Basic Concepts
  - Management
  - Functions of Management
  - Managerial Roles
  - Management Skills
  - Organization and its Structure
  - Effective Vs. Successful Managers
- Intuition and systematic Study
- Concept of **Organizational Behavior**
- Challenges and Opportunities for OB
  - Globalization
  - Workforce Diversity
  - Quality and Productivity
  - Customer Services
  - Improve People Skills
  - Empowerment
  - Innovation and Change
  - “Temporariness” Issues
  - Network Organizations
  - Work-Life Conflicts
  - Creating Positive Work Environment
  - Ethical Issues
- The OB Model
  - Dependant and Independent Variables
  - Individual Level, Group Level, and Organization Level Variables.
- Contributing Disciplines to OB field.
  - Psychology
  - Social Psychology
  - Sociology
  - Anthropology

**INDIVIDUAL BEHAVIOR**

**BIOGRAPHIC CHARACTERISTICS**

- Age
- Tenure
- Gender
- Race
- Social Class

**ABILITY**

- Intellectual Abilities and its Dimensions
- Physical Abilities
- The Ability-Job Fit



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**LEARNING**

- Definition
- Theories of Learning
  - Classical Conditioning
  - Operant Conditioning
  - Social Learning
- Behavior Shaping and its methods
  - Positive Reinforcement
  - Negative Reinforcement
  - Punishment
  - Extinction
- Schedule of Reinforcement

**ATTITUDES**

- Components of Attitudes
- Major Job Attitudes
  - Job Satisfaction
  - Job Involvement
  - Job Engagement
  - Organizational Commitment
  - Perceived Organizational Support
  - Other job Attitudes
- Impact of Satisfied and Dissatisfied Employees on the Workplace

**PERSONALITY**

- Personality and its Determinants
- Personality Traits
  - MBTI
  - The Big Five Model
- Major Personality Attributes Influencing OB (Optional)

**VALUES**

- Importance of Values
- Types of Values
  - Hofstede's Framework
  - The GLOBE Framework
- Linking Personality and Values to the Workplace
  - Person-Job Fit
  - Person-Organization Fit

**MOTIVATION**

- Definition
- Early Theories of Motivation
  - Hierarchy of Needs Theory
  - Theory X, Theory Y
  - Two Factor Theory
- Contemporary Theories of Motivation
  - McClelland's Theory of Needs
  - ERG Theory
  - Goal Setting Theory
  - Self-Efficacy
  - Reinforcement Theory



- Equity Theory
- Expectancy Theory

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**GROUP BEHAVIOR**

**GROUPS AND TEAMS**

**LEADERSHIP**

- Theories of Leadership
  - Trait Theories
  - Behavioral Theories
  - Contingency Theories
  - Leader-Member Exchange Theory
  - Decision Theory
- Contemporary Theories
  - Charismatic Leadership
  - Transformational Leadership
  - Authentic Leadership
  - Contemporary Leadership Roles

**POWER AND POLITICS**

- Defining Power
- Bases of Power
  - Formal Power
    - Coercive Power
    - Reward Power
    - Legitimate Power
  - Personal Power
    - Expert Power
    - Referent Power
  - Dependency
  - Power tactics
- Politics
  - Causes and consequences of Political Behavior

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**ORGANIZATIONWIDE BEHAVIOR**

**CHANGE MANAGEMENT**

- Forces for Change
- Managing Planned Change
- Resistance to change
- Overcoming Resistance to change
- Approaches to Manage Organizational Change
  - Lewin's Three-Step Model
  - Kotter's Eight-Step Plan
  - Action Research
  - Organizational Development
    - Sensitivity Training
    - Survey Feedback
    - Process Consultation
    - Team Building



- Intergroup Development
- Appreciative Inquiry
- Contemporary issues in Change Management
  - Technology in Workplace
  - Stimulating Innovation
  - Creating a Learning Organization
  - Cultural Differences

**STRESS MANAGEMENT**

- What is Stress?
- Potential Sources of Stress
  - Environmental Factors
  - Organizational Factors
  - Personal Factors
- Individual Differences
- Consequences of Stress
  - Physiological Symptoms
  - Psychological Symptoms
  - Behavioral Symptoms
- Managing Stress
  - Individual Approaches
  - Organizational Approaches

**Recommended Books (Latest Editions)**

- Organizational Behavior, (Robbins, and Judge), Latest Edition
- Organizational Behavior, (Schermerhorn, Hunt, Osborne, Uhl, Bien), latest Edition
- Organizational Behavior, (Kreitner, Kinicki), latest Edition