

GUJARAT UNIVERSITY
K. S. SCHOOL OF BUSINESS MANAGEMENT
[Five Years' (Full-time) M.B.A. Integrated Degree Course]
Third Year B.B.A. (SEM – V)
KS_M_CC_353
ORGANIZATIONAL BEHAVIOUR AND PERSONNEL MANAGEMENT

3 credit course

Objective:

The objective of the course is to provide an understanding about basic human-related issues in the organization. Such knowledge related to organizational behaviour and personnel management helps students to understand the dynamics related to manpower in the organization by the way of theory so that it can be applied to attain the goal of effectiveness in human relations.

MODULE: 1 INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR **(20%)**

- Concept of Organizational Behaviour
- Management Skills
- Management Roles
- OB and Behavioural Sciences/Disciplines
- Organizational Process
- Process Levels
- Developing an OB Model

MODULE: 2 UNDERSTANDING INDIVIDUAL BEHAVIOUR **(20%)**

Individual Behaviour

- Factors affecting individual behaviour
 - Personal Factors
 - Psychological Factors
 - Organizational Factors
 - Environmental Factors

Motivation

- Need Theories of Motivation
 - Maslow's Needs Hierarchy Theory
 - McGregor's Theory X and Theory Y
 - Alderfer's ERG theory
 - Herzberg's Two-factor Theory
 - McClelland's theory of Needs
 - Need theories – A Comparative Study
 - Intrinsic Needs and Extrinsic needs – Concept
- Cognitive Theories of Motivation
 - Expectancy theory
 - Equity theory

MODULE: 3 UNDERSTANDING GROUP BEHAVIOUR

(20%)

Groups and Teams

- Concept and Characteristics
- Importance of joining groups
- Types of Groups – Formal and Informal Groups
- Concept of Team
- Difference between a group and a team
- Types of teams

Leadership

- Trait theory of Leadership
- Behavioural Theories
 - Three leadership Styles
 - Michigan Studies
 - Managerial Grid by Blake and Mouton
- Contingency Theories
 - Fiedler's Contingency Model
 - Path Goal theory of leadership
 - Situational theory of Leadership
- Transactional and Transformational Leadership
- Charismatic Leadership

MODULE: 4 UNDERSTANDING ORGANIZATIONAL BEHAVIOUR

(20%)

Organizational Culture

- Organizational Ethos
- Concept of Organizational Climate
- Functionality and Dysfunctionality of Culture
- Concepts – Strong v/s weak culture
- Creating Culture
- Learning About Culture

Organizational Change

- Forces for change
- Planned Change and change agents
- Creating a culture of change
- Sources of Resistance to change
- Overcoming Resistance to change and coping mechanisms
- Lewin's Three Step model of Change

MODULE: 5 PERSONNEL MANAGEMENT

(20%)

Nature and scope of HRM:

- Meaning and Definition Of HRM
- Difference between PM and HRM
- Functions and Importance of HR

Human Resource Planning:

- Meaning, Definition and Importance Of HRP
- Factors affecting HRP
- Process Of HRP

Job Analysis and Design:

- Meaning, Definition and Process Of Job Analysis
- Job Design, Factors affecting Job Design
- Techniques of Job Design

No of lectures in semester: Approximately 40 to 45 Hrs.

Evaluation Pattern:

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|-----------------------|-----|
| Continuous Evaluation | 30% |
| Mid-Sem. Exam | 20% |
| End-Sem. Exams | 50% |

Reference Books:

- Understanding Organizational Behaviour by Udai Pareek and Sushama Khanna (Oxford University Press)
- Organizational Behaviour by Stephen Robbins. (Pearson Education)
- Human Resource Management by P Subba Rao (Himalaya Publication)
- Organisational Behaviour by Ashwathappa (Himalaya Publication)
- Human Resource And Personnel Management by Aswathappa (Tata McGraw Hill)