

Punyashlok Ahilyadevi Holkar Solapur University, Solapur



NAAC Accredited-2015
'B' Grade (CGPA 2.62)

Name of the Faculty: Commerce & Management

CHOICE BASED CREDIT SYSTEM

**Syllabus: Management Thoughts, Theories and
Organisational Behaviour**

Name of the Course: M.Com. I (Sem.– I & II)

(Syllabus to be implemented from w.e.f. June 2020)

Punyashlok Ahilyadevi Holkar Solapur University, Solapur

Revised Semester Pattern Syllabus

Choice Based Credit System (CBCS)

M.Com. Part-I (Sem. I & II)

Name of the Course:

Management Thoughts, Theories and Organisational Behaviour

w. e. f. June 2020

Title of the Programme: **M.Com. [Duration 2 Years]**

Medium of Instruction: **English**

Eligibility: **B.Com. Pass**

*** Management Thoughts, Theories and Organisational Behaviour**

[Compulsory Paper]

Semester Pattern Syllabus for M. Com-I, Semester-I & II

[With effect from June 2020]

Lectures- **4 per week**

Total marks- UA **70**+CA **30**=**100**

Preamble:

As the world moves through the 21st Century, business is becoming more dependent upon professional managers, who can bring success to an organization. A 21st Century manager should possess three traits and utilize them to lead organizations: the ability to stimulate change, excellent planning capabilities and ethics. What a manager does and how it is done can be examined through different managements thoughts and theories contributed by management philosophers. Organisational Change occurs within and around organizations today at an unprecedented speed and complexity. Change poses threats and creates opportunities. The fact that change creates opportunities is reason why managers need to encourage change. The manager can make alterations in these areas in an attempt to adapt to or facilitate change.

The change of people involves changing attitudes, expectations, perceptions and behavior. These changes are used to help people within organizations to work together more effectively. Changing structure relates to job design, job specialization, hierarchy, formalization and all other organizational structural variables. An organization's environment has both specific and general components, and micro and macro environments. The organization also has its own personality or culture. The intension of these course is commerce masters should know how application of management theories and organisational behaviour for the long term success of the organisation

Specific objectives:

- 1) The main objective of this course is to make the students understand application of management theories and principles to withstand the competitive business environment.
- 2) To impart the core understanding of business management, thoughts, theories, different mechanisms of organisational behaviour to assist the management for strategic planning and taking appropriate decisions for long term business enterprise.

Course Outcome:

The students, ongoing through the course, will implement management thoughts, theories, principles and different mechanisms of organisational behaviours successfully to make the enterprise to achieve its predetermined goals and objectives in best possible manner.

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Revised Semester Pattern Syllabus

Choice Based Credit System (CBCS)

M.Com. Part-I (Sem. I)

Management Thoughts, Theories and Organisational Behaviour

Course Code: Semester I

w. e. f. June 2020

Total Lectures- 60 Marks allotted=100

(University Exam + College Assessment) 70+30=100

Unit No.	Name of the Unit	Topics/Details	Lectures
1	Development of Management Thoughts	A) The classical Period (1900-1930) 1. Bureaucratic Model introduced by Max Webber around 1900. 2. Scientific Management Concept introduced by F.W, Taylor around 1910. 3. Functional or Administrative or Process Management Theory advanced by Henry Fayol around 1910. B) The Neo-Classical Period (1930-1950) 1. Human Relations Movement was propagated by Elton Mayo around 1930. 2. Behavioural Sciences Movement was introduced by A. Maslow, McGregor around 1940. C) The Modern Period (1950 Onwards) 1. Quantitative Approach or Operations Research Analysis was developed by Taylor around 1950. 2. Systems Approach was propounded by Boulding, Johnson and others after 1950. 3. Contingency Approach was developed by Lorsch, Lawrence and others. D) Schools of Management thoughts (Brief)	20
2	Organisational Behaviour and Foundation of Individual Behaviour	A) Organisational Behaviour: Concept and Significance B) Contributing disciplines to OB C) Foundation of Individual Behaviour 1. Meaning: Fundamentals of Individual Behaviour- personal and environmental factors.	20

		<p>2. Intelligence: Concept, Gardner's Nine Intelligence and Signs of High Emotional Intelligence</p> <p>3. Personality:- Definition, Determinants of personality, Erikson's Development Model of Personality, Types of personality</p> <p>4. Perception:- Meaning, Sensation and perception, process of perception, The Johari window.</p> <p>5. Attitudes:- Meaning, Formation of Attitudes, Changing Attitudes.</p> <p>6. Values:- Definition, Types of values-terminal and instrumental, formation / sources of values</p> <p>7. Learning:- Meaning, Learning Styles, Theories of learning- a) classical conditioning and b) operant conditioning.</p>	
3	Global Management Practices and Role of Managers	<p>A) Japanese Management Practices</p> <p>B) American Management Practices</p> <p>C) European Management Practices</p> <p>D) Indian Management Practices</p> <p>E) Management of 21st Century Organisation</p> <p>F) Code of Conduct for Manager</p> <p>G) Mintzberg's Role of a Manager</p>	10
4	Foundation of Group Behaviour	<p>A) Group Behaviour: Concept & Meaning</p> <p>B) Types of groups</p> <p>C) Determinants of group behaviour</p> <p>D) Stages of group development,</p> <p>E) Factors affecting group cohesiveness</p> <p>F) Group effectiveness</p>	10

Punyashlok Ahilyadevi Holkar Solapur University, Solapur

Revised Semester Pattern Syllabus

Choice Based Credit System (CBCS)

M.Com. Part-I (Sem. II)

Management Thoughts, Theories and Organisational Behaviour

Course Code: Semester II

w. e. f. June 2020

Total Lectures- 60 Marks allotted=100

(University Exam + College Assessment) 70+30=100

Unit No.	Name of the Unit	Topics/Details	Lectures
1	Motivation Thoughts & Theories	A) Maslow Need Hierarchy Theory B) Douglas Mc Gregor Theory 'X' and 'Y' C) William Ouchi Theory 'Z' D) Herzberg's Two factor Theory E) Victor Vrooms Expectancy Theory F) Alderfer's, ERG Theory G) David Mclelland Need Theory	15
2	Organisational Culture and Organisational Conflicts	A) Organisational Culture: Meaning & Characteristics B) Levels of Culture C) Creation of Organisational Culture D) Culture variables E) Conflict : Meaning, Definitions of Conflict F) Sources of Conflict- functional and dysfunctional organisational conflicts G) Stages of Conflict H) Types/Levels of Conflicts I) Life Positions J) Resolution of Conflicts	15
3	Leadership Thoughts Theories	A) Approaches to leadership 1. Trait approach 2. Behavioural Approach 3. Situational approach. B) Charismatic Leadership Theory C) Likert's four system leadership D) Blake and Montons, Managerial grid Theory E) Fiedler's contingency leadership Theory F) Tennenbaum and Schmidt's leadership continuum. G) Harsey and Blancharda's Situational leadership Theory.	15
4	Organisational	A) Organisational Change: Need for change	15

	Change and Organisational Development	B) Kurt Lewin's Change Model C) Resistance to Change D) Organisational Development: Concept and Characteristics E) Techniques of OD F) Core Values of OD G) Models of OD a) Weisbord Six-box Model b) McKinsey 7'S' Model	
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Reference Books

1. Organisational Behaviour - L.M.Prasad, Sultan Chand & Sons.
2. Organisational Behaviour- John W. Newstrom & Keith Davis, McGraw Hill Education; 12 edition.
3. Organisational Behaviour - Stephon Robbins, Pearson Education; Eighteenth edition.
4. Management - John Schermerhorn, John Wiley & Sons
5. Organisation Behaviour - Ashwathappa, Himalaya Publication House Mumbai.
6. Essentials of Organisational Development - Dr. Anjali Ghanekar Everest Publication House, Pune.
7. Organisational Behaviour - Dr. S S Khanka, S. Chand Publishers
8. Management and Behavioural Processes - K Shridhar Bhatt, Himalaya Publication House Mumbai.
9. Organisational Behaviour - Fred Luthans, McGraw-Hill Education / Asia; 12 edition.
10. Organisational Behaviour Concepts & Theories – Nirmal Singh, Deep & Deep Publications, New Delhi
11. Principles of Business Management – T. Ramasamy, Himalaya Publication House Mumbai,
12. Management: Challenges in 21st Century – S.H. Goodman & P.M. Fandt, Vintage Publishing House.
13. Development of Management Thoughts – Pollard, Think Inc (28 June 2019), Amazon Asia-Pacific Holdings Private Limited.
14. Organisation and Management – Dr. C.B. Gupta, Shatya Bhavan Publication Agra.
15. Principles and Practices of Management- L. M. Prasad, Sultan Chand & Sons- New Delhi (2019).