

**UNIVERSITY OF MADRAS**  
M.Com. (GENERAL) DEGREE PROGRAMME  
SYLLABUS WITH EFFECT FROM 2023-2024

**Second Year**

**Elective – VI A**

**Semester IV**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
513E4A	<b>ORGANISATIONAL BEHAVIOUR</b>		3	-	1*	-	3	4	25	75	100

\* The Practical exposure should be handled through various activities involved in concerned industries day to day operations

Learning Objectives	
1.	To understand the various aspects of human behaviour at work.
2.	To understand the role of motivation and job satisfaction in organisational commitment
3.	To analyse different forms of organisational structure and contemporary communication tools.
4.	To analyse the importance of transactional analysis in facilitating negotiations and conflict management.
5.	To gain knowledge on recent trends in organisational change and development.

**Course Units**

<b>UNIT I</b>	<b>(12 hrs)</b>
<b>Introduction to Organizational Behaviour and Learning</b>	
Introduction to Organizational Behaviour – OB Models - Workforce diversity challenges – Personality – Perception- Attitudes – Values. Organisational Learning: Meaning, Theories (Chris Argyris and Donald Schon: Espoused theory, Theory-in-use, Three levels of learning) Introduction to learning organisation.	
<b>UNITII</b>	<b>(12 hrs)</b>
<b>Motivation and Job Satisfaction</b>	
Motivation Theories – Content theories (Maslow, Herzberg, ERG), Process Theories (Vroom, Porter and Lawler)– Job Satisfaction-Organisational commitment and Employee Engagement	

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<b>UNITIII</b>	<b>(12 hrs)</b>
<b>Organisational structure and Communication</b>	
Organisational structure- Factors, Forms. Importance of virtual organisations – Organisational communication - Importance, Forms, Functions. Organisational climate and culture. Business communication : Harnessing Business Emails and Corporate Communication tools.	
<b>UNITIV</b>	<b>(12 hrs)</b>
<b>Transactional Analysis and Organizational Conflicts</b>	
Transactional analysis: Meaning, Benefits, Levels of self-awareness, Analysis of transactions. Organizational Conflicts – Process, Levels, Conflict management. Negotiation – Types and Process -Introduction to Workplace Spirituality.	
<b>UNITV</b>	<b>(12 hrs)</b>
<b>Contemporary practices in Organisational Change and Development</b>	
International Organisational Behaviour Practices - Organizational Change and Change Management. Organisational Development–Meaning, Models and Interventions.	
<b>Theory 80% Practical Exposure 20%</b>	

**Course Outcomes**

**Students will be able to:**

CO No.	CO Statement	Knowledge level
CO 1	Identify the effect of OB models and organizational learning on human behaviour	K3
CO 2	Assess theories of motivation and their impact on job satisfaction.	K5
CO 3	Examine effective communication tools for better organisational climate.	K4
CO 4	Analyse interpersonal transactions at workplace.	K4
CO5	Analyse the various OB models for change management and development in the organization.	K4

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**Books for study:**

1. Aswathappa, (2021) “Organizational Behaviour (Text, Cases and Games)”, 7<sup>th</sup> Edition, Himalaya Publication, Mumbai.
2. Subba Rao, (2021) “Organizational Behaviour”, 6<sup>th</sup> Edition, Himalaya Publication, Mumbai.
3. S.S.Khanka, (2021) “Organizational Behaviour(Text and Cases)”, 4<sup>th</sup> Edition, S. Chand, Noida (UP).
4. L.M.Prasad, (2016) “Organizational Behaviour”, 6<sup>th</sup> Edition, Sultan Chand, New Delhi.

**Books for reference:**

1. Kavitha Singh, (2022) “Organizational Behaviour(Text and Cases)”, 3<sup>rd</sup> Edition, Sulthan.Chand, New Delhi.
2. Fred Luthans, (2017) “Organizational Behaviour”, 12<sup>th</sup> Edition, McGraw Hill International Edition, New York (USA).
3. Stephen P. Robbins, Timothy A. Judge, Eharika Vohra, (2018) “Organizational Behavior”, 18<sup>th</sup> Edition, Pearson Education, London.
4. Mishra M. N. (2001), “Organizational Behaviour”, 1<sup>st</sup> Edition, S. Chand, Noida (UP).

**Web references:**

1. <http://www.nwlink.com/~donclark/leader/leadob.html>
2. [https://www.tankonyvtar.hu/hu/tartalom/tamop412A/20110023\\_Psychology/030300.scor1](https://www.tankonyvtar.hu/hu/tartalom/tamop412A/20110023_Psychology/030300.scor1)
3. <https://www.workvivo.com/blog/corporate-communication/>
4. <https://www.mbaknol.com/management-concepts/concept-of-workplacespirituality/>
5. <http://www.essentialtoolsseries.com/SpringboardWebApp/userfiles/estools/file/Chapter%202.pdf>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	2	3	3	3	3	2	3
<b>CO2</b>	3	3	2	3	3	3	3	2	3
<b>CO3</b>	3	3	2	3	3	3	3	2	3
<b>CO4</b>	3	3	2	3	3	3	3	2	3
<b>CO5</b>	3	3	2	3	3	3	3	2	3

High – 3

Medium – 2

Low – 1