

Organization & Management (OM)

Full Marks: 100

Module A: Fundamentals of Organizational Behavior and Environment

- Identify and describe the major components of the organization's internal and external environments, their effects, significance, and impact on an organization; Formal and Informal Organization, Developing a Sound Organizational Climate. Organizational Structure & Design, Technology & People, Quality of Work Life; Organizational Behavior in the context of banks and non-bank financial institutions.

Module B: Basic Management Concept, Environment and Process

- Management Function and Businesses; Define the management functions and business processes that create value for an organization; Define the management functions and business processes that create value for an organization; Identify management policies, practices, and procedures that influence group and individual dynamics in organizations; Patterns of Management Analysis. Internal Environment, External Environment and Management Process (Planning, Staffing, Organizing, Leading and Controlling); Time and stress management; The system and process of controlling – basic control process, critical control points, standards, and benchmarking; Control techniques – budget as a control technique, time-event network analysis, balanced scorecard.

Module C: Staffing and Human Resource Management in Banks & NBFIs

- The nature and purpose of staffing, recruitment and selection, appointment, posting/placement, on-job training, off-job training, performance appraisal and performance management system (PMS), job analysis and job evaluation, compensation and employee benefits, career and succession planning, grievance – importance, reasons, handling employee grievance, disciplinary actions; Soft Skills for Banks/NBFIs- Soft skills - meaning, difference between soft and hard skills, importance, types of soft skills; soft assets and hard assets, different types of hard and soft assets; ways and means to use soft skills in the day-to-day life and office environments, application of soft skills for business.

Module D: Employee Motivation and Leadership

- Human factors and motivation – human factors in managing, early behavioral model, Maslow's hierarchy of needs theory, ERG theory, hygiene theory, expectancy theory of motivation, equity and goal setting theory of motivation, McClelland's need theory, special motivation technique, job enrichment; leadership – definition, traits, leadership behavior and styles, different approaches to leadership and decision making - situational or contingency approaches to leadership, transactional- transformational leadership; team building – concept, skills and its importance in banks/nbfis; emotional intelligence, team building and group dynamics – formal and informal organization, quality circle; conflict management, interpersonal communication and counseling; negotiation-different skills and process.

Module E: Organizational Ethics, Ethics in Banking, Code of Conduct, Code of Conduct in banks and financial institutions.

References:

1. Davis, Keith. Human Behavior At Work (Organizational Behavior).
2. Hersey, Paul and K.H. Blanchard. Management of Organization Behavior.
3. Ivancevich & Matteson. Organizational Behavior & Management.
4. Juicis, M.J. Personnel Management.
5. Terry, G.R. Principles of Management.
6. Weihrich, Heniz and Harold, Koontz. Management.