

**PAPER 3 : ORGANIZATION AND MANAGEMENT**  
**Full Marks : 100**

**Module A: Fundamentals of Organizational Behavior and Environment**

- Working with People, Social Systems, Formal and Informal Organization, Mainsprings of Motivation, Motivating Employees, Job Satisfaction, Developing a Sound Organizational Climate. Organizational Structure & Design, Technology & People, Quality of Work Life, The Individual in the Organization.

**Module B: Leadership and Its Development**

- Leadership and Supervision, Employee Participation, Interpersonal and Group Dynamics, Managing Change & Conflict, Organizational Development and Training.

**Module C: Organizational Behavior in Perspective**

- Models of Organizational Behavior, Limitations of Organizational Behavior. Applied Aspects of Human & Organizational Behavior in Banks

**Module D: Basic Management Concept, Environment and Process**

- Management Science, Theory and Practice; Patterns of Management Analysis. Internal Environment, External Environment and Management Process (Planning, Staffing, Organizing, Leading and Controlling).

**Module E: Personal Management**

- Perspective of Personnel Management, Organization for Personnel Management, Manpower Planning, Job Analysis and Job Evaluation, Personnel Compensation, Manpower Recruitment and Selection, Career Planning, Appraising Personnel Performance, Manpower Development, Handling Personnel Grievances, Disciplinary Actions.

**Module F: Organizational Ethics, Business Ethics, Code of Conduct, Conflict Resolutions**

**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 Juicus, M.J. Personnel Management.
- 5 Terry, G.R. Principles of Management.
- 6 Wehrich, Heniz and Harold, Koontz. Management.