

Organizational Behavior

Class of : 2011

Academic Year : First

Course Code : SL HR 501

Semester : I

Credit : 3

Sessions : 33

Objective

To provide a strong conceptual framework for the study, understanding, and application of organization behavior and to apply behavioral techniques to manage human resources in a better manner.

REFERENCE BOOKS	AUTHOR/PUBLICATION
Organizational Behavior	ICMR
Organizational Behavior, 13 th e	Robbins, Stephen P et al. Prentice-Hall, India
Organizational Behaviour, 8 th e	Ashwatappa .K . Himalaya Publications - 2008
Organizational Behavior, 11 th e	Luthans, Fred. McGraw-Hill - 2008
Human Relations and Organizational Behavior 5 th e	Dwivedi, R S. MacMillan Publications India - 2001
Management of Organizational Behavior	Blanchard, Kenneth H et al. Prentice-Hall

Detailed Syllabus

Management Thought and OB: Definition of Management, Approaches to Management: Classical, Behavioral, Quantitative. Management Principles of Taylor, Weber, Fayol; Hawthorne Studies, fields contributing to OB, Managers' roles and functions, OB in the context of globalization, workforce diversity.

Individual Learning and Behavior: Definition of Learning, Theoretical process of learning, application of the learning theories for behavior modification.

Attitudes, Values and Job Satisfaction: The Nature and Dimensions of Attitudes: Components of Attitude – Sources and types – Cognitive dissonance theory – Values – Measuring job satisfaction – The effect of job satisfaction on employee performance.

Perception: Factors Influencing Perception - Perceptual Selectivity – rational decision making model, bounded rationality, Linkage between Perception and Individual Decision Making – ethics in decision making.

Personality: The Meaning of Personality - Personality Determinants - Personality Traits - The big five model, emotional labor.

Emotional Intelligence – Definition – self awareness, self regulation, social skills, social awareness.

Motivation: Meaning of Motivation – Primary, General Motives and Secondary Motives - Motivation and Productivity – Content and process theories of Motivation.

Group and Teams: Types of Groups - Stages of Group Development: The Five-Stage Model, The Punctuated Equilibrium Model - The Dynamics of Informal Groups: Norms and Roles in Informal Groups - Nature, Significance and Management of Informal Organizations - Dynamics of Formal Work Groups - Teams in the Modern Workplace - Teams vs Groups - Types of Teams - Quality Circles. Group decision-making.

Communication: Role of Communication - Objectives, Barriers & Effective Communication - Communication Processes: Types of communication - Interactive Communication in Organizations – Cross cultural communication.

Leadership: Understanding Leadership - Difference between a Leader and a Manager - Leadership Theories - Trait Theories - Behavioral Theories - Contingency Theories - Leadership Styles - Level 5 Leadership - Leadership Skills - Determinants of Leadership – Challenges to leaderships in virtual teams.

Power, Authority & Politics: Definitions of Power - Distinction Between Power and Authority - Bases of Power - Power Structure and Blocks – impression management – political behavior in organizations.

Conflict & Collaboration: Sources of Conflict - Intra-individual Conflict - Interpersonal Conflict - Intergroup Behavior and Conflict - Organizational Conflict - Negotiations - Approaches to Conflict Management – Collaboration.

Stress Management: Causes of Stress – Organizational and Extra Organizational Stressors – Group Stressors – Individual Stressors - Coping Strategy for Stress.

Organizational Structure: Understanding Organizational Structure - Centralization, Decentralization, Flat and Tall Structures, Departmentalization, Behavioral Implications of different organizational designs.

Organizational Culture: Meaning, creating and sustaining culture, culture as a liability, employee acculturation process, countries and culture, organizational climate.

Organizational Change: Forces for Change - Managing Planned Changes - Resistance to Change - Approaches to Managing Organizational Change – technology and change - Organizational Development –concept and action research.

Cases

- Employee Satisfaction: An Outcome of a Motivated Workforce
- Needs Drive Performance
- The Lumen and Absorb Teams at Crutchfield Chemical Engineering
- Southwest Airlines Act II: An Airline in Trouble?
- People Matters in Sales Force Management
- HR Restructuring at Lucent Technologies
- Remaking JCPenney's Organizational Culture
- Whole Foods Market's Unique Work Culture and Practices

(Source: *Case Studies in Management Volume V*)

Suggested Schedule of Sessions

Topic	No. of Sessions
Management Thought and OB	3
Individual Behavior	2
Attitudes, Values and Job Satisfaction (including case discussion)	2
Perception	2
Personality (including case discussion)	2
Emotional Intelligence	1
Motivation (including case discussion)	2
Group and Teams (including case discussion)	3
Communication (including case discussion)	2
Leadership (including case discussion)	3
Power, Authority and Politics (including case discussion)	2
Conflict and Collaboration (including case discussion)	2
Stress Management	2
Organizational Structure (including case discussion)	2
Organizational Culture (including case discussion)	1
Organizational Change	2
Total	33