

MBA Semester I
ORGANIZATIONAL BEHAVIOUR

Course Objectives:

- To introduce the role of individual, group and organizational processes on individual behaviour in a work setting
- To give insights on how concepts of organizational behaviour are applied by management practitioners and organizations

Unit	Contents
1	<p>Introduction to Organizational Behaviour and Individuals in Organization -</p> <p>Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study</p> <p>The nature of organisations: Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Organisational behaviour and the workplace, Managing organisational transitions, Managing new forms of Organisation.</p>
2	<p>Learning, Perception, Attitudes and values</p> <p>Concept of learning, Theories of Learning – Learning curves. Perception – Factors influencing perception, Process, Managerial implications -Perception and attribution: meaning, halo effect, stereotyping, pigeon holing,</p> <p>Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values Principles of reinforcement – schedules of reinforcement,</p>
3	<p>Motivation Concepts to applications</p> <p>Concept of motivation - Definition - Theories of Motivation - Maslows' need Theory Herzberg, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y - Two Factor Theory - Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign</p>
4	<p>Foundations of Group Behaviour</p> <p>Group - Formation of Group - Classification - informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness - Group decision making –</p> <p>Teams: team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: decision-making behaviour, dysfunctional teams, Understanding teams - creating effective teams.</p> <p>Conflict - Process - Conflict management</p>

5 **Leadership**

Concept of Leadership - Traits of good Leader - Difference between Leader and Manager - Theories of Leadership - Ohio State and Michigan Studies - Blake and Mouton theory - Fielders model - Likert's model. Managers as leaders. 3D leadership model. Leadership Styles. The management Grid, Future perspectives of Leadership

6 **Emerging Issues:** Stress: meaning and types, burnout, strategies to manage stress, Workforce diversity. Culture - Definition, Culture's function, need and importance of Cross Cultural training - Organizational Change

Suggested Readings

1	Robbins, Timothy Judge, Seema Sanghi	Organizational Behaviour - Prentice Hall, 12 edition	Stephen Pearson
2	Fred Luthans	Organizational Behaviour, Mc Grow Hill Inc	
3	John Newstrom and Keith Davis	Organizational Behaviour, Tata	McGrow Hill, 11 edn
4	Kavita Singh	Organizational Behaviour , Pearson Publication	