

MS 154 - ORGANIZATIONAL BEHAVIOR

Course Objective:

This course deals with human behavior in organizations. Conceptual frameworks, case discussions, and skill-oriented activities applied to course topics which include: motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture. Class sessions and assignments are intended to help participants acquire skills and analytic concepts to improve organizational relationships and effectiveness.

Course Outcomes:

On completion of this course, learners will be able to:

1. Recognize and discuss the different perspectives of working culture in organizations.
2. Interpret key concepts and theories with regard to individual differences and apply these appropriately to specific situations.
3. Interpret the key concepts and theories with regard to group behaviour and apply these appropriately to specific situations.
4. Understand how organizational performance can be improved through the effective management of human resources.

UNIT – I: Introduction to OB: Introduction, Disciplines That Contribute to the OB Field – Challenges and Opportunities for OB – The Individual: Diversity in Organizations, Biographical Characteristics, Ability, Implementing Diversity Management Strategies – Attitudes, Components, Job Attitudes – Job Satisfaction, Measuring, Causes of Job satisfaction, The Impact of Satisfied and Dissatisfied Employees on the Workplace.

UNIT – II: Emotions, Moods & Values: Emotions and Moods, Functions & Sources of Emotions and Moods – Affective Events Theory - Emotional Intelligence – Personality, The MBTI, The Big Five Personality Models – Values, Importance, Terminal, Instrumental, and Generational Values – Linking Personality and Values to the Workplace, Person-Job Fit, Person-Organization Fit

UNIT – III: Perception & Motivation: Perception, Meaning, Factors That Influence Perception- Person Perception, Attribution Theory, Common Shortcuts in Judging others, Applications – Perception and Decision Making, The Rational Model, Bounded Rationality- Ethics in Decision Making – Motivation, Defining Motivation, Motivating by Job Design: The Job Characteristics Model – Employee Involvement, Using Rewards to Motivate Employees

UNIT – IV: The Group: Defining and Classifying Groups, Stages of Group Development – Group Properties: Roles, Norms, Status, Size, and Cohesiveness – Group Decision Making, Group Think and Group Shift, Group Decision-Making Techniques – Teams, Differences between Groups and Teams, Types of Teams – Creating Effective Teams, Factors of Success, Team Composition, Team Processes – Turning Individuals into Team Players

UNIT – V: Power and Politics: Power, Bases, Power Tactics - Politics, Causes and Consequences of Political Behavior, Ethics of Behaving Politically – Conflict, Transitions in Conflict Thought, The Conflict Process – Negotiation, Strategies, The Negotiation Process – Organizational Culture, Definition, Strong versus Weak Cultures, Culture's Functions – Creating and Sustaining Culture, How Employees Learn Culture – Work Stress and Its Management

TEXT BOOK:

1. Robbins, Judge, and Vohra: Essentials of Organizational Behavior, 15e, Pearson Education India, 2014.

REFERENCE BOOKS:

1. Fred Luthans: Organisational Behavior, 12/e, McGraw-Hill, 2010.
2. Debra L. Nelson, James C. Quick : ORGB, 4/e, Cengage Learning, 2014.
3. John R. Schermerhorn, Organizational Behavior, 12/e, John Wiley & Sons, 2011.