

# Organizational Behavior

MEM 113

**Semester – I**

**Credit Hour: 3**

## **General Objectives;**

- to make students familiar with individual and group behavior dynamics in the changing organizational contexts,
- to provide an insight in to organizational change and development processes in the organizations.

## **Specific Objectives;**

The specific objectives of this unit are;

- to make the students aware of conceptual framework for understanding the organizational behavior,
- to make the students understand and manage individual behavior,
- to make them understand group process and team effectiveness,
- to make them realize the importance of communication within an organization,
- to make them aware of various aspects of leadership, motivation, job satisfaction, performance and commitment, job conflict, power and politics; gender; organizational change etc.

### **Unit 1: Introduction of OB**

**6 hrs**

Concept of OB, Emerging trends in OB, Basic assumptions of OB, Behavioral issues and implications, Diversity Management; Nature of diversity in Organizations, Dimension of diversity, managerial implications, Gender: Concept, gender and behavioral implications..

### **Unit 2: Understanding and Managing Individual Behavior**

**8 hrs.**

Perception: Concept, perceptual process, factors affecting perception, perception and individual decision making, Personality: Concept, determinants, traits, and characteristics, major personality attributes, influencing OB, matching personality and jobs, personality and behavior, Values: Concept, Sources, types. Attitudes: Concept, sources, types, attitudes and behavior. Learning: Concept, major theories, principles managerial implications. Work Motivation: Concept, Theories-Need Hierarchy Two factor, EGR, Achievement Motivation, Equality Theory, Expectancy Theory, job satisfaction, performance and commitment, issues in motivation. Job design: Concept, approaches of job design.

### **Unit 3: Understanding and Managing Group Processes**

**6 hrs**

Concept of group dynamics, Stages of group development, Types of groups, Group structure and processes, Work team: Types, issues in managing work teams, Group decision making: Concept and techniques

### **Unit 4: Communication**

**2 hrs**

Concept and process, Goals of organizational communication, Barriers to effective communication, Communication systems and network, Issues and managerial implications

**Unit 5: Leadership and influence process****5 hrs**

Concept and styles of Leadership, Theories of leadership: Trait, Behavioral and contingency, Behavioral: Ohio State University studies, Michigan studies, Managerial grid, Contingency: Fielder's contingency theory, life cycle theory and path Goal theory, Issues in Leadership.

**Unit 6: Conflict, Negotiation and Inter group Behavior****6 hrs**

Concept of Conflict, Nature and types of conflict, Dynamics of inter group conflict, Conflict-management techniques, Negotiation: Concept, bargaining strategies, negotiation process, issues in negotiation.

**Unit 7: Power and politics in Organizations****6 hrs**

Power: The nature of power, types of power, the use of power in organizations, Politics and political Behavior: concept, managing political behavior, Impression management in organizations

**Unit 8: Organizational change****6 hrs**

Forces of change, Managing planned change, Resistance to change, Approaches to managing organizational change, Contemporary change issues for today's managers.

**Suggested Readings:**

- ❖ Robbins, Stephen P. Organizational Behavior: Concepts Controversies and Applications, Printice Hall of India, New Delhi
- ❖ Moorhead, Gregory and Griffin, Ricky W.; Organizational Behavior: Managing people and Organizations, AITBS Publishers and Distributors, Delhi.
- ❖ Arnold, H.J. and D.C. Field man, Organizational Behaviors, McGraw Hill.
- ❖ Mitchell, T.R. and J.R. Larson, People in Organizations: an Introduction to OB, McGraw Hill.