

MBA I
Semester- I
Organizational Behaviour (OB)

1. Course Objective:

1. Help the student understand how the 'people' side of the organizations affects effectiveness through concepts
2. Develop the student's ability to observe, understand and analyse the behaviour within the organizational context
3. Help the student develop basic skills to deal with the ongoing behavioural dynamics and contribute to organizational effectiveness

2. Course Duration:

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

3. Course content:

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70 each)
I	Basic Understanding of the context of OB: What is Organizational Behaviour Understanding the national culture and the Indian setting Changes occurring in the Context and their impact on Organizational Behaviour	8	14
II	Understanding dynamics of Individual behaviour: Understanding Personality, Values, Attitude and their impact on behaviour at work Understanding Motivation at work.	8	14
III	Understanding Dynamics of Group behaviour Understanding the process of Perception: How we make sense of Our environment Understanding Interpersonal Communication and Transactions Understanding Groups and Teams	8	14
IV	Understanding Organizational dynamics of behaviour: Managing Conflict, Stress and Negotiation Understanding Decision-making Understanding Power and Organizational Politics	8	14
V	Using Leadership for managing change towards organizational effectiveness Understanding Organizational Culture and changing it for effectiveness Basic Theories of Leadership Contemporary Issues in Leadership Practice	8	14

4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussions on concepts and issues of Organizational Behaviour.
- (a) Case discussion covering a cross section of decision situations.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

6. Basic Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Udai Pareek	Understanding Organizational Behavior	Oxford University Press	2nd Ed
T2	Meshane and Radha Sharma	Organizational Behavior	McGraw-Hill	Latest Edition
T3	Stephan Robbins	Organizational Behavior	Pearson Education	Latest Edition

7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Fred Luthans	Organizational Behavior	McGraw-Hill	Latest Edition
R2	Gregory Moorhead & Ricky W. Griffin	Organizational Behaviour	Jaico Publication	Latest Edition
R3	K. Aswathappa	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd..	Latest Edition
R4	Niraj Kumar	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd.	Latest Edition
R5	PG Aquinas	Organizational Behaviour	Excel Books	Latest Edition
R6	Debra L. Nelson & James C. Quick	Organizational Behaviour	Ceenage Learning	5 th Edition
R7	Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi	Case in Organization Behaviour and HRM	Tata Mcgraw-Hill	Latest Edition
R8	Robert Kreitner and Angelo Kinicki	Organizational Behaviour	Tata Mcgraw-Hill	Latest Edition
R9	S. S. Khanka,	Organizational Behaviour	Vikas Publishing	Latest Edition
R10	Kavita Singh	Organizational Behaviour– Text and Car	Pearson Edition	Latest Edition

8. List of Journals/Periodicals/ Magazines/ Newspapers etc.: Harvard Business Review, Decision, Vikalpa, etc.

9. Session Plan:

Organizational Behavior (OB)

Session No.	Topics
1-2	What is Organizational Behaviour: Meaning and definition of OB, Evolution of OB as a field of study and practice, basic model of OB, Indian organizational Setting, Positive OB
3-5	Understanding the national culture and the Indian setting: Meaning and definition of national culture, impact of national culture on behaviour within Organizations. Dimensions of national culture, cultural differences across nations, changes in national culture, major features of national culture of India, Implications of national culture for OB, Leveraging cultural characteristics for greater effectiveness
6-8	Changes occurring in the Context and their impact on Organizational Behaviour Context of Organizational Behaviour: Major changes in the environment: Globalization, IT, Diversity, Global Financial crisis and resultant slow down in India, impact on behaviour within organizations. How can managers respond to those challenges and how knowledge of OB can help managers
9-12	Understanding Personality, Values, Attitude and their impact on behaviour at work: Meaning and definitions of personality, functions of personality, trait and fit theories of personality, determinants of personality, importance of personality at work. Meaning and importance of values, how a person develops values, types of values, the link between values and behaviour. Emotions and their impact on behaviour, Self esteem and self efficacy, their meanings and importance. Understanding Attitude at work and their impact on behaviour: Meaning of Attitudes, Functions and components of attitudes, important attitudes at work - job satisfaction, commitment, involvement and engagement. Organizational Citizenship Behaviour, relationship between work attitudes and performance
13-16	Understanding Motivation at work: Understanding the concepts of Needs, Drive, and Motives. Meaning and definition, evolution of motivational theories, content and process theories of motivation: Maslow's, Herzberg's, McClelland's and Alderfer's theories, Equity, Goal-seeking and VIE theories, and Porter & Lawler's extension of VIE theory. Understanding the meaning and importance of Intrinsic and Extrinsic Motivation and motivators. Evaluation of motivational theories and basic understanding of their application in the work context. Meaning of work motivation. Understanding basic approaches to motivating performance at work.
17-18	Understanding Perception and Attribution: Meaning, definition and importance of Perception, perceptual process, sub-processes of perception, factors affecting perception, object and social perception. Process of Attribution: meaning, definition and importance of attribution, errors in perception and attribution, consequences of these errors and ways to reduce errors.
19-21	Understanding Interpersonal Communication and Transactions: Communication as an interpersonal process, meaning and importance of effective communication, Feedback and its importance in effective communication, skills of communication including listening, giving and receiving feedback, Johari Window as a tool for improving quality of communication. Transactional analysis as a theory of effective communication, concepts of Strokes, egostates, transactions and games. Approaches to effective communication through Transactional Analysis

- 22-24 Understanding Groups and Teams: Meaning, definitions and importance of groups and teams, difference between groups and teams, Formation of groups and models of group development, types of groups and teams, Factors affecting effectiveness of groups, advantages and limitations of working in groups, team roles and their importance, measures for improving effectiveness of groups and teams, process and team based design of organizations
- 25-28 Managing Conflict, Stress and Negotiation: Meaning and definition of conflict, changing view of conflict at work, levels of conflict, functional vs. dysfunctional conflict, process of conflict, approaches towards management of conflict. Meaning and definition of stress, link between conflict and stress, sources of stress, distress vs. eustress, consequences of stress, measures individuals and organizations can adopt for eliminating or managing stress. Negotiation as an approach to conflict management, meaning, definition and importance of negotiation, concept of bargaining and exchange, types of bargain. Approaches towards effective negotiation.
- 29-30 Understanding Decision-making: Meaning and importance of decision-making, individual and group decision-making, rational and behavioural models of decision-making, bounded rationality, heuristics, biases and intuition, factors that affect decision-making process, creativity in decision-making, measures to improve quality of decision-making in organizations
- 31-32 Understanding Power and Organizational Politics: Meaning of power, individual and organizational sources of power, role of dependency in power and influence, meaning of influence, meaning of political behaviour, nature of power, nature of politics, tactics of using power and politics, upward influence and impression management, political behaviour and ethics
- 33-34 Understanding Organizational Culture and changing it for effectiveness: Meaning, definition, importance of Organizational culture, links between organizational culture and formalization, national culture, how does culture start and is sustained, how employees learn culture, types of culture, levels of manifestation of culture, Advantages and limitations of strong and weak cultures, how subcultures develop, changing culture of organization, creating culture of empowerment, ethical conduct, innovation, learning, customer-responsiveness and spirituality.
- 35-37 Basic Theories of Leadership: meaning, definition and importance of leadership, evolution of leadership research, difference between managers and leaders, leadership skills. Trait theory of leadership, behavioural theories, contingency theories,
- 38-40 Contemporary Issues in Leadership Practice: Concepts useful for leadership - trust, follower centric leadership, factors that neutralize or substitute leadership, Understanding and distinguishing between the transactional, transformational and charismatic leadership, Leadership and Emotional Intelligence, Self leadership, team leadership, Mentoring, Leadership, morality and ethical conduct, Leadership, attribution, developing leadership within organizations

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.