

### Semester III

<b>Course Title – Organisational Behaviour</b>	
<b>Type : Major Mandatory</b>	<b>Course Credits : 4</b>
<b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b>	

**Description:** It studies the impact that individuals, groups and Organisation structure and processes have on behaviour within the Organisation. At individual level it explores concept of Values, Attitudes, Perception, Learning, Motivation, Defense Mechanism, Personality Development, Transactional Analysis and its influence on behaviour at work. At group level it addresses group Dynamic, Team work, Power and Politics, Communication, Leadership and Decision Making and its effect on Organisational Behaviour. It covers Organisational factors pertaining to Organisational theories, Organisational culture, Organisational change and Organisational development for Organisational Effectiveness.

#### **Learning Objectives:**

1. To enable the students to understand the concept of Organisational Behaviour.
2. To understand theories of motivation & how it operates in Organisational Behaviour.
3. To learn group behaviour & group Dynamics in response to Organisational Change, Work attitudes & Morale.
4. To understand problems pertaining to Stress, Power, Politics & Ethics.
5. To understand impact of Organisation culture on employee behaviour.
6. To study theories of Organisation Development with its implications on Organisational Behaviour.

#### **Learning Outcomes**

1. Students will be able to identify the components of Individual Behaviour and apply the concept of Learning, Attitudes, Perception, Values & Motivation.
2. Students learn to analyse group dynamics, team building strategies, Power & Politics, Communication & Leadership.
3. Students demonstrate understanding of Organisational theories, Organisational culture, Organisational Change and organisation Development interventions & Behavioural implications for Organisational effectiveness.

#### **Organizational behavior- Definition, Scope, Factors**

Definition of Organization Behaviour; Impact of individuals, groups and structure on behavior within organizations; Application of such knowledge towards improving Organizational Effectiveness. Scope: study of topics such as motivation, leadership, decision-making, communication, power and politics, conflict resolution, and organizational culture.

#### **Understanding Human Behaviour**

Basic behavioural analysis; Behaviour as an input output system, the perceptual process; The learning process; Defence mechanisms; Personality development-heredity and environment; Process of social maturation; Attitudes – their formation and change; Behavioural analysis in perspective; Theory X & Theory Y.; Transactional Analysis (TA): Ego States, Types of Transactions, Life Positions, Applications of TA.

## **Human Problems in Industry**

Work, work environment; Work attitudes and Work Ethics and their effect on job performance, placement, induction and adjustment of monetary and non-monetary incentives; behavioural implications of reward systems; Payment by results, boredom, monotony; Measurement and minimization of fatigue; Accidents, accident-proneness and developing safety attitudes; Psychology of absenteeism and labour turnover. Work Life Balance - job performance and hours of work; Concept of flexi-time; Job/Role enhancement - Job enlargement & Job Enrichment;

## **Organisational Behaviour dynamics**

Scientific approach to Organisational Behaviour; The Field of Organisational Behaviour-an overview; Individual Dimension of Organisational Behaviour; Personality and Organisation; Needs of Individual and of Organisations; Role and Role-Conflicts; Conflict and Change; Group Behaviour & Group Dynamics- Inter-Person Attraction and Group Formation; Group Development and Group Structure; Groups and Social Behaviour in Organisation; Groups and Inter-Personal Influence; Organisational Change and Development; Behaviour Change and Improving Human Performance, Organisational Myths and Realities; Organisation Design and Informal Organisations; Effective Personnel Management and Organisational Change; Dealing with Anti-Work Attitudes; Work Revolution and Work Involvement; Motivation, Performance, Job Satisfaction and work Frustration; Development of New Work Ethic; Psychology of Organisational Relationships; Organisational Morale, Organisational Change and Development; Creative Process and Organisational Environment; Creative and Innovative Individual; Management Team and Effective Team Leadership, Training and Development and Organisational Change; Group Dynamics and Scanlon Plan; Leadership and Personality of a Manager; Managing virtual & cross cultural Teams.

## **Organisation structure**

Formal organization; Organization structure and processes; Organizational theories; Decision making and organizational communication process; Control process in organization; technology and its behavioural implications in an industrial society.

## **Development of Leadership**

The Nature of Leadership: Management and Leadership, Traits of Effective Leaders, Leadership Behaviour, Situational aspects, Followership; Behavioural Approaches to Leadership Style: Positive, Negative, Autocratic, Participative, Free-Rein, Use of Consideration and structure; Blake and Mouton's Managerial Grid; Contingency Approaches to Leadership: Fielder's Model, Hershey & Blanchard's Situational Leadership, Path-Goal Model of Leadership, Vroom's Decision making model; Level Leadership (Jim Collins) Emerging Approaches to Leadership: - Substitutes, Enhancers, Self-Leadership & Super leadership, Coaching.

## **Motivational Basics**

Human needs and motivational process; Motivated and frustrated behaviour; Model of Motivation, Motivation Drives; Human Needs: Types of Needs, Maslow's, Herzberg - 2 Factor, Alderfer's ERG model, Comparison; Motivational Applications; The Vroom's Expectancy - The Three Factor, Comparison Models: Equity Model, The Attribution Model; Interpreting motivational models