



I SEMESTER (2015- 16)
Course Handout (Part-II)

Date: 3RD August, 2015

In addition to part I (General Handout for all courses appended to the time table) this portion gives specific details regarding the course.

Course No. : MBA C411
Course Title : **Organizational Behaviour**
Instructor In-charge : **SARVESH SATIJA**

Scope and Objectives of the course:

In the contemporary time, organizations across the world are facing economic and social consequences of global economic pressures and globalization. Under such scenario, they encounter many challenges and get various opportunities as well. Moreover, management of these challenges and opportunities has become crucial which essentially relies on an understanding of human behaviour. The success of any organization in today's dynamic and volatile business environment is dependent upon the motivation and commitment of its employees. It is in this context the significance of 'organizational behaviour' comes into play. As people from diverse backgrounds and with different cultural values have to work together in the global economy, the study of organizational behaviour assumes greater importance and relevance. This course focuses on the fundamental theories of behaviour in organizations and their implications on organizational work life. With the objective of equipping students with the necessary concepts, tools, and techniques for understanding behaviour in organizations, this course attempts to unfold human behaviour at three levels (the individual, the group, and the organization). This course involves active learning and develops students' foundation against which the competencies required to create a successful organization can be built and developed. The learning objectives of the course are as under:

- To provide an understanding of human behavior in organizations by exploring concepts associated with managing organizations and the behavior of the individuals and groups within the organizational settings
- To understand the role of cognitive, behavioral, and emotional factors, and organizational processes; and identify methods that can improve the behavior, attitudes, and effectiveness of organizational members, with emphasis on decision making and change management.
- To gain an insight into application of Organizational Behavior (OB) theory and concepts through case studies, assignments, projects and exercises.

Text Book:

T1. Organizational Behavior by Stephen P. Robbins., Timothy A. Judge & Neharika Vohra. Pearson Education, 15th Edition, 2013.

Reference Books:

R1. Organizational Behavior by Steven L. McShane, Mary Ann Von Glinow & Radha R. Sharma. Tata McGraw-Hill, 5th Edition 2010.

R2. Understanding Organizational Behaviour by Udai Pareek. Oxford University Press, 2nd Edition, 2007.

Course Plan

S. No.	Title of the Chapter	Learning Objectives	Reference in Book	LS*
1	What is OB?; Diversity in Organizations	Meaning, Concepts, Origin and development of OB, Challenges and opportunities for OB, Diversity, Biographical characteristics, Ability, Diversity management strategies, Global implications	T1: Chapter 1 & 2	1
2	Attitudes & Job Satisfaction	Attitudes: Components, link with behaviour, and major job attitudes; Job Satisfaction: Measurement, causes, and impact; Global implications	T1: Chapter 3	1
3	Emotions & Moods	What are emotions and moods?, Emotional labor, Affective events theory, Emotional intelligence, OB applications of emotions and moods, Global implications	T1: Chapter 4	1
4	Personality & Values	Personality: What is it?, MBTI, The Big Five Model, and Other personality traits relevant to OB; Values: What are they?, Terminal vs. Instrumental values, Generational values, and Linking personality and values to workplace; Global implications	T1: Chapter 5	2



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5	Perception & Individual Decision Making	Perception: What is it?, Person perception, Attribution, Link between person perception and individual decision making, Decision making in organizations, Influences on decision making, Ethics in decision making, Global implications	T1: Chapter 6	2 (1 + 1)
6	Basic Motivation: Concepts & Applications	Defining motivation, Early theories and contemporary theories of motivation, Integrating contemporary theories of motivation, Motivating by job design (JCM), Employee involvement, Using rewards to motivate employees, Managerial implications, and Global implications	T1: Chapter 7 & 8	2
7	Other Individual Processes & Behaviour	Learning and Performance Management: Behavioural Models of Learning in Organizations; Social & Cognitive Theories of Learning; Goal Setting and Performance at Work		RA [^]
8	Foundations of Group Behavior	Group: Definition, classification, stages of its development, and properties; Group decision making, and Global implications	T1: Chapter 9	1
9	Understanding Work Teams	Groups and teams, Types of teams, Creating effective teams, Managing teams, Global implications	T1: Chapter 10	1
10	Communication	Communication: What is it?, Process, Direction, Types; Barriers to effective communication; Global implications	T1: Chapter 11	2
11	Other Group Processes & Behaviour	Exploring thinking, feeling and behaviour using Transactional Analysis TA models, Ego states, Transactions		RA [^]
12	Leadership	Leadership: Theories & Issues; Global implications	T1: Chapter 12	2
13	Power & Politics	Power, Bases of power, Dependencies, Power tactics.	T1: Chapter 13	1 + RA [^]
14	Conflict and Negotiation	Conflict: Definition, Various views, Types, and Process; Negotiation: Definition, Process, and Issues	T1: Chapter 14	1 + RA [^]
15	Foundations of Organizational Structure	Organizational structure, Common organizational designs (OD), New design options, Why do structures differ? ODs & employee behaviour, Global implications	T1: Chapter 15	1
16	Organizational Culture	What is organizational culture? What do cultures do? Creating and sustaining culture, How employees learn it? Creating organizational culture, Global implications	T1: Chapter 16	1
17	Human Resource Policies & Practices	Selection practices; Training & Development; Performance evaluation; Work- life balance	T1: Chapter 17	1
18	Organizational Change	Change, Forces for change, Managing change, Creating a culture for change	T1: Chapter 18	1
19	Stress Management	Stress: What is it? Sources, Consequences, and Management	T1: Chapter 18	1
20	Changing Perspectives in Organizational Behaviour	Move towards Positive Perspective, Positive Organizational Behaviour, Positive Organizational Scholarship, Psychological Capital (PsyCap), Virtuous Organizations, Learning Organizations etc.		RA [^]
LS*: Lecture Sessions; RA [^] : Reading Assignment			TOTAL	22 [^]

Reading Assignment: Specific portions from different chapters/notes/ sources will be given as reading assignments in the class.

[^] Remaining lecture sessions will be used for case analyses, projects, assignments and other presentations/ discussions.

Evaluation Scheme:

EC No.	Evaluation Component (EC)	Duration	Weightage (%)	Date & Time	Nature of the Component
1	Mid-Semester Evaluation	90 min	25%	7/10 10:00 - 11:30 AM	Closed Book
2	Project		10%		
3	Case Studies & Classroom Participation		25%		
4	Comprehensive Exam	3 Hours	40%	5/12 AN	Partly Open Book

Chamber Consultation Hour: To be announced in the class.

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Note:

- **Course Notices:** All the notices concerning the course will be put up on Department of Management Notice Board.
- **Mid semester grading/ marks** will be announced after Mid- Sem.
- In all evaluative component(s), the answers given/ provided from all the sources of information other than the recommended textbook and reference books (like internet, blogs etc.) would not be treated as standard (expected) answers.
- **Makeup** will be given only on genuine grounds. For that prior written permission is mandatory.

Instructor In- charge, MBA C411