

## **SHS2002 ORGANISATIONAL BEHAVIOUR (3-0-0)**

### **Objectives:**

The objective is to develop an understanding of the behavior of individuals and groups inside organizations and to enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations. Further, it is to develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

### **Module-I: (06 Hrs.)**

Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Limitations of OB.

### **Module-II: (12 Hrs.)**

Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job — fit theory), Personality Tests and their practical applications.

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories — Equity Theory of Work Motivation.

### **Module-III: (10 Hrs.)**

Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five — Stage Model of Group Development.

Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

### **Module-IV: (08 Hrs.)**

**Organizational Culture :** Meaning & Definition of Organizational Culture, creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft Vs. Hard Culture & Formal vs. Informal Culture), Creating Positive Organizational Culture, Concept of Workplace Spirituality.

### **Module-V: (09 Hrs.)**

**Organizational Change:** Meaning, Definition & Nature of Organizational Change, Types of Organizational Change, Forces that acts as stimulants to change.

Implementing Organizational Change : How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's-Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.

**Course Outcomes:**

At the end of the course, students will be able to:

1. Understand the basic concepts of OB, change management, organizational culture and their implementation in organizations.
2. Identify and examine team characteristics for improved organizational performance.
3. Apply theories and frameworks to solve problems and take effective decisions for organizational success.
4. Analyze group behavior and leadership styles for effective people management.
5. Evaluate individual personality types and group behaviours for improving organizational processes and practices.
6. Develop leadership competency to manage organizational situations.

**Books:**

1. Understanding Organizational Behaviour, Parek, Oxford
2. Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
3. Organizational Behaviour, K. Awathappa, HPH.
4. Organizational Behaviour, VSP Rao, Excel
5. Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
6. Organizational Behaviour, Hitt, Miller, Colella, Wiley.