OB Lecture Index

Organizational Behaviour - Book by Stephen Robbins [Robbins]

Group Dynamics - Book by Donelson Forsyth [Forsyth]

- **Session 1 [Foundations of OB]**
  - The Interpretation of Dreams- Book by Sigmund Freud
  - Stages of maturity (Impulsive, imperial, social, self-authoring, self-transforming)
  - Robert Waldinger's TED talk "what makes a good life?" [The secret of longevity is Warm relationships]
  - Brenne Brown's study to find "The underlying reason behind connections" [Allow yourself to be vulnerable].
  - *Ref: Robbins (Chapter 1 - What is Organizational Behaviour?), Forsyth (Chapter 1 - Introduction to Group Dynamics)*

- **Session 2 [Understanding Individual Differences - Personality]**
  - Sensing vs Intuition
  - Judging vs Perceiving ; J-P Scale
  - The Big Five ; OCEAN: Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism, Openness
  - Loci of control: Internal vs External
  - Type A, Type B persons
  - The dark triad: Narcissism, Psychopath, Machiavellianism
  - *Ref: Robbins (Chapter 5 - Personality and Values)*

- **Session 3 [Understanding Individual Differences - Values]**
    - Hofstede's Six Value Dimensions of National Culture (Power distance, Individualism vs Collectivism, Masculinity vs Femininity, Uncertainty avoidance, Long term vs short term orientation, Indulgence vs Restraint).
    - Allport-Vernon-Lindzey values scale (theoretical, economic, aesthetic, religious, social, political).
    - *Ref: Robbins (Chapter 5 - Personality and Values)*

- **Session 4 [Understanding Perceptions]**
    - Attribution Theory ; Attribution errors (Fundamental, Self-serving bias)
    - Social Identity theory
    - Stereotyping
    - Self fulfilling prophecy
    - Other perceptual errors (Halo effect, Recency effect, False-consensus effect)
    - The Art of Thinking Clearly - Book by Rolf Dobelli
    - Mental models
    - Steps to break out of mental model [The Fifth Discipline - Book by Peter Singe]
        - Leaps of abstraction
        - Left-hand column
        - Balancing Inquiry and Advocacy
        - Espoused Theory vs Theory-in-use
    - *Ref: Robbins (Chapter 6 - Perception and Individual Decision Making)*

- **Session 5 [Attitudes]**
  - Classical vs Operant Conditioning
  - Relationship between attitude and behaviour
  - Theory of Planned Behaviour
  - Cognitive Dissonance
  - Self Perception Theory (When people are unsure of their attitude, they analyse their behaviour and infer the attitudes that must have caused them).
  - *Ref: Robbins (Chapter 3 - Attitudes and Job Satisfaction)*

- **Session 6 [Motivation in the Workplace]**
  - Motivation theory typology (Content theories, Process theories)
  - Maslow's Need Hierarchy
    - Physiological needs
    - Safety needs
    - Social needs
    - Esteem needs
    - Self-actualization
  - Herzberg's Two Factor Theory
    - Absence of Hygiene factors => Dissatisfaction
    - Presence of Motivators => Satisfaction
  - McClelland's Need Theory for Motivation
    - Need for Achievement
    - Need for Affiliation
    - Need for Power
  - Lawrence and Nohria's Four Drive Theory
    - Drive to Acquire

- - - Drive to Bond
      - Drive to Comprehend
      - Drive to Defend
    - Reinforcement theory
    - Self efficacy theory
    - *Ref: Robbins (Chapter 7 - Motivation Concepts), Robbins (Chapter 8 - Motivation: From Concepts to Applications)*

- **Session 7 [Employee Engagement]**
  - Equity theory
  - Organizational Justice
    - Distributive
    - Procedural
    - Interactional
  - Self Determination Theory (theory of human motivation and personality)
    - Competence
    - Connection
    - Autonomy (If you pay people to continue doing volunteer work, they might get demotivated to do it).
  - Employee Engagement (Trait, State, Behavioral)
  - Aon Hewitt's Model of Employee Engagement (Say Stay Strive).
  - Diagnostic framework for employee engagement.
  - *Ref: Intrinsic Motivation at Work - Book by Kenneth Thomas*

- **Session 8 [Psychological Contract]**

- Power of positive emotions
- Factors determine your happiness/wellbeing? (Genetic/dispositional, Result of life's circumstances, Intentional activity)
- Three types of happy life (Pleasant life, Good life, Meaningful life)
- Theory of happiness: PERMA model (Positive emotions, Engagement, Relationships, Meaning, Achievement)
- Psychological contract
- Trust (Competence-based , Contractual-based, Communication-based)
- [How to trust wisely: 7 Rules (Kramer, R. M (2009). Rethinking trust)](#)
- *Ref: Assessing the nature of Psychological Contracts - Paper by Janssens et. al.*

- **Session 9 [The Individual and the Group - Inclusion]**
    - Inclusion and Diversity
    - Inclusion framework (Exclusion, Assimilation, Differentiation, Assimilation, Inclusion)
    - The Temporal Need - Threat Model of Ostracism
    - Biochemical underpinnings of human behaviour (Endorphin, Dopamine, Serotonin, Oxytocin)
    - *Ref: Forsyth (Chapter 3 - Inclusion and Identity)*

- **Session 10 [The Individual and the Group - Identity]**
    - Individualism vs Collectivism
    - Social Identity theory

- ○ Hotel Taj [Positive example]
- ○ Indian call centers, corporate [Ambivalent example]
- ○ Stanford Prison Experiment [Negative example]
  - ■ [Philip Zimbardo's TED talk "The Psychology of Evil"](#)
- ○ *Ref: Forsyth (Chapter 3 - Inclusion and Identity)*

- **Session 11 [Group Formation]**
  - ○ Factors predicting group formation (Gender, Social Motivation, Experience, Social anxiety & shyness, Attachment style)
  - ○ Attitudes, Experiences, Expectations
  - ○ [Schachter's study of affiliation](#)
    - ■ Misery loves company.
    - ■ Misery loves miserable company.
    - ■ Embarrassed misery avoid company.
  - ○ Story of AAP formation
  - ○ What processes generate bonds of attraction (Proximity, Elaboration, Similarity, Complementarity, Reciprocity, Minimax)
  - ○ *Ref: Forsyth (Chapter 4 - Formation)*

- **Session 12 [Group Structure]**
  - ○ Sherif's autokinetic effect studies
  - ○ Features of Social Network Analysis (Centrality, Size, Density, Cliques, Holes)
  - ○ Status
    - ■ What gives status? (Generosity & helping, speaking clearly & loudly, pride, anger, extraversion, emotional stability, physical attractiveness)

- Effect of low status - Greenberg study (negative emotions, poor health & well being, perception of low competence, poor performance)
    - Pluralistic Ignorance
    - Bystander effect - Latane & Darley experiments
    - *Ref: Forsyth (Chapter 6 - Structure)*

- **Session 13 [Group Cohesion]**
    - Components of cohesion (Social, Task, Collective, Emotional, Structural)
    - Models of Cohesion
        - Tuckman's model
        - Bales equilibrium model
        - Punctuated equilibrium model
    - Positive and Negative consequences of cohesion
    - Preference of Cohesion in workplace (Pooled < Sequential < Reciprocal < Intensive)
    - Steiner's theory of Process and Productivity
    - Hazing (why do people do it, its affects, Stockholm Syndrome)
    - Ringelmann Effect
    - Kohler Effect (also called the Anti-Ringelmann effect)
    - Social Facilitation
    - *Ref: Forsyth (Chapter 5 - Cohesion and Development)*

- **Session 14 [Social Influence]**
  - Rule of Reciprocity
    - That's-not-all technique
    - Door-in-the-face technique
  - Commitment and Consistency
    - Foot-in-the-door technique
    - Low-ball technique
  - Liking
    - Integration
    - Personal Appeal
    - Similarity
    - Physical Attractiveness
    - Increased familiarity through repeated contacts
    - Association with something familiar
  - Social Validation/Social Proofing
    - Pique technique
    - Rewards and Recognition
  - Authority
  - Scarcity
    - Play hard to get
    - Deadline
    - Scarcity+Exclusivity
  - Persuasion (Persuade by Context)
    - Eg: Fluffy cloud wallpaper (comfy furniture sold) vs Pennies wallpaper (value for money furniture sold)
  - *Ref: Forsyth (Chapter 7 - Influence)*

- **Session 15 [Group Decision Making]**
  - Majority vs Minority influences
    - (Based on) Dependence vs Behavioural styles
    - (Influence through) Comparison vs Conversion
    - (Level of conflict) Response vs Stimulus
    - (Time/Venue of influence) Public vs Private
    - (Decision making) Early vs Late
  - Models of Minority Influences
    - Hollander's approach: Idiosyncrasies
    - Moscovici's approach: Behavioural style
  - System 1 thinking vs System 2 thinking
  - Seven Biases
    - Framing Bias
    - Confirmation trap
    - Availability of Heuristics
    - Anchoring effect
    - Overconfidence Bias
    - Representative Heuristics
    - Escalation of Commitment
  - Two approaches to Decision making (Advocacy and Inquiry)
  - How to keep biases in check? (Point-counterpoint technique, Intellectual Watchdog)
  - *Ref: Forsyth (Chapter 11 - Decision Making)*

If anyone is interested in reading them, all the referenced material can be accessed from [this drive link](#).

Note: If you have access to this document, then that means you belong to the inner circle. And one of the rules of belonging to the inner circle is that it's forbidden to share the material with the outside world. Hence, you are like the opposite of the Red Skull of Avengers: <u>You possess a treasure you cannot guide others to.</u>
Hail Hydra