

Syllabus Outline

1. GENERAL

- 1.1 COURSE TITLE: Organizational Behavior
- 1.2 COURSE NUMBER: MT5509
- 1.3 CONTACT HRS: 40 Credits: 8
- 1.4 SEMESTER -OFFERED: 2nd Semester
- 1.5 PREREQUISITE: None
- 1.6 SYLLABUS COMMITTEE MEMBER: Dr. Anirban Mukherjee

2. OBJECTIVE

The major objective of this course is to provide students with a better understanding of attitudes, motivation and behavior of individuals within the organization and thereby enabling them to function more effectively in their present or future roles as managers of human resources.

The specific objectives of the course are:

- 1. Understanding some of the basic concepts and theories in the field of organizational behavior
- 2. Examining how individual, group and structural variables interact to create knowledge for prediction and control
- 3. Appreciate the implication of concepts and theories in the context of Indian situations and research.

COURSE CONTENT (Unit wise distribution of content and number of lectures)

Unit I: Organizational Behavior: An Introduction (Lectures: 04)

Concepts, Definitions, Importance of OB, Theories (Robert Owen, Scientific Management, Hawthorne Studies, Human Relations, Management), Various Trends in OB, Managerial Roles, Challenges and Opportunities in OB: Changing Context, Impact of Globalization and Increased Diversity, OB in India.

Case Studies: The Dabbawalas of Mumbai; The Starbuck.

Unit II: The Individual (Lectures: 12)

Personality

Individual Behavior and Personality, The Myers-Briggs Type Indicator, The Big Five Personality Model, The Importance of Values.

Case Study: Different Strokes

Attitude and Job Satisfaction

Attitude and its Components, Attitude and Behavior, Job Satisfaction, What Causes Job Satisfaction, The Importance of Satisfied and Dissatisfied Employees on the Workplace.

Case Study: Long Hours, Hundreds of Emails, and No Sleep: Does This Sound Like a Satisfying Job?

Motivation

Motivation, Early Theories of Motivation (Maslow's Theory, Theory X and Theory Y, Two-factor

Theory, McClelland's Theory of Needs), Contemporary Theories (Goal Setting Theory, Self-

Efficacy Theory, Reinforcement Theory, Equity Theory, Expectancy Theory), Motivation by Job Design and Motivation by Reward.

Case Studies: Achieving Innovative Excellence at IERT; Thanks for Nothing.

Unit III: The Group (Lectures: 10)

Group and Team

Defining and Classifying Groups, Stages of Group Development, Group Properties: Roles, Norms, Status, Size and Cohesiveness, Group Decision Making, Group and Team, Turning Individuals into Team Players.

Case Studies: The Rainmakers; Effective Group Decisions at the Denver Broncos

Communication

Functions of Communication, The Communication Process, Interpersonal Communication, Organizational Communication, Choice of Communication Channel, Barriers to Effective Communication.

Case Study: Management and Employee Communication at BHEL

Leadership

What is Leadership, Trait Theories, Contingency Theories, Leader-Member Exchange (LMX) Theory, Charismatic Leadership, Transactional and Transformational Leadership.

Case Study: Turnaround at Damodar Valley Corporation

Conflict and Negotiation

The Conflict Process, Negotiation Process, Bargaining Strategies, Third-Party Negotiation.

Case Study: What Rides Over—Profit or Ethics

Unit IV: The Organization System (Lectures: 04)

Common Organizational Designs (The Simple Structure, The Bureaucracy, The Matrix), Organizational Culture, Ethical Organizational Culture, Organizational Stress and Its Management.

Case Study: Cisco's Acquisition Strategy

Unit V: Research Project (Hours: 10)

Students will be allocated research project based on the concepts learnt in class. They will be collecting data through fieldwork, submit their research report and present their findings. Students will thus gain first hand research experience and the research project will be a part of course evaluation.

4. READINGS

4.1 TEXT BOOKS:

Robbins, S.P, Judge, T.A. and Vohra, N. Organizational Behaviour, 14th Ed.

4.2 REFERENCE BOOKS:

Pareek, Udai. Understanding Organizational Behavior, Oxford, Third Edition.

Singh, Kavita. Organizational Behavior: Text and Cases; Pearson Education India

5. OUTCOME OF THE COURSE

People are indispensable part of organization and managing, motivating, and rewarding them is critical to organizational success. The course OB is therefore a strategic tool that helps students to better understand human behavior and thus be effective managers.