

## **ORGANIZATIONAL BEHAVIOUR AND DEVELOPMENT**

### **Course objective:**

Organizational Behaviour focuses on developing an understanding of the individual and group level factors that influence employee attitudes and behavior at work.

### **Learning Objectives:**

- To know themselves, be able to recognize individual differences in others.
- To understand OB theories that influence individual and group behavior – perception, attitude formation, motivation, role theory etc.
- To understand how to form effective work teams
- To understand how to change individual's attitude and motivation
- To understand how to build effective team leadership

### **COURSE SYLLABUS**

1. **Focus and Purpose of OB** : Definition, need and importance of organizational behavior – nature and scope – framework – organizational behavior – models.
2. **Individual behaviour**: Personality – types – factors influencing personality – theories. Learning – learning process – learning theories – organizational behavior modification.
  - Attitude – characteristics – components – formation.
  - Perception – importance – factors influencing perception
  - Motivation – importance – types – effects on work behavior.
3. **Group Behaviour** : Organization structure – formation – groups in organizations – influence – group dynamics – emergence of informal leaders and working norms – group decision making techniques – interpersonal relations – communication – control – Hawthorne studies.
4. **Leadership and Power** – Meaning – importance – leadership styles – theories – leaders vs. managers – source of power – power centers – power and politics.
5. **Dynamics of Organizational Behaviour** : Organizational climate – factors affecting organizational climate.
  - Job satisfaction – determinants – measurements.
  - Organizational change – importance – change process – resistance to change – managing change.
  - Organizational development – characteristics – objectives – interventions
  - Organizational effectiveness – perspective and application of transactional analysis.

### **Reference:**

Stephen, P. R. Robins, Organizational Behaviour, Prentice Hall of India, 9<sup>th</sup> Edition, 2001.  
Hellriegel, Slocum and Woodman, Organizational Behaviour, South-Western, Thomas Learning, 9<sup>th</sup> Edition, 2001.