

# Organizational Behaviour - Web course

## COURSE OUTLINE

**AIM:** After taking this course, the students will be able to answer the following questions:

- a. Why do people behave as they do at work?
- b. What can managers do to motivate employees toward greater productivity?
- c. What responsibility do managers have for ensuring employee satisfaction?
- d. What can be learned from theory and research to become effective future managers?
- e. How can individuals, groups and whole organizations work together more effectively within the increasing pace of corporate change, dramatic restructuring and downsizing and advanced global competition?

### 1) FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR

1. **Understanding Organizational Behaviour** - Fundamental Concepts, Organizational processes, Organizational structure, Organizational Change and Innovation processes.
2. **Effectiveness in organizations** - Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges.
3. **Social systems and organizational culture** - Understanding a Social System, Social Culture, Role, Status, Organizational culture, Influencing culture change, Sustaining the culture, Characteristics of effective socialization.

### 2) UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR

4. **Individual differences and work behaviour** - Why individual differences are important, The basis for understanding Work Behaviour, Individual differences influencing Work Behaviour.
5. **Personality** - Sources of personality differences, Personality structure, Personality and Behaviour, Measuring Personality
6. **Attitudes** - The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Job satisfaction, Changing Employee Attitudes.
7. **Perceptions, Attributions and Emotions** - The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence.
8. **Motivation** - Concept of Motivation, Content approaches, Process approaches, Motivation and psychological contract.
9. **Job Design, Work and Motivation** - Job design and quality of work life, A conceptual model of job design, Job performance outcomes, Job analysis, Job designs: the result of job analysis, The way people perceive their jobs, Designing Job range: Job rotation and job Enlargement, Designing Job depth : Job enrichment, Total quality management and job design.
10. **Evaluation, Feedback and Rewards** - Evaluation of Performance, Performance Evaluation feedback, Reinforcement theory A model of Individual rewards, Rewards Affect Organizational concerns, Innovative reward system.



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## Management

#### Additional Reading:

Will be provided with lecture material topic wise.

#### Hyperlinks:

Will be provided with lecture material topic wise.

#### Coordinators:

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11. **Managing misbehaviour** - The emergence in Management of the study of misbehaviour, Selected misbehaviours.
12. **Stress and Counseling** - What is stress?, Stress model, Work stressors, Stress outcomes, Stress moderators, Stress prevention and management, Employee counseling, Types of counseling.

### 3) GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE

13. **Informal and Formal Groups** - Group Dynamics, The nature of informal, Organizations, Formal groups.
14. **Teams and Team Building** - Organizational context for teams, Teamwork, Team building.
15. **Managing Conflict and Negotiation** - Conflict in Organizations, A contemporary perspective on intergroup conflict, What causes intergroup conflict, The causes of dysfunctional intergroup conflict, Managing intergroup conflict through Resolution, Stimulating Constructive intergroup conflict, Negotiations, Negotiation tactics, Increasing negotiation effectiveness.
16. **Power and Politics** - The concept of power, Sources of power, Interdepartmental power, Illusion of power, Political strategies and tactics, Ethics, power and politics, Using power to manage effectively.
17. **Empowerment and Participation** - The nature of empowerment and participation, How participation works, Programs for participation, Important considerations in participation.
18. **Assertive Behaviour** - Interpersonal Orientations, Facilitating smooth relations, Stroking.

### 4) ORGANIZATIONAL PROCESSES

19. **Communication** - The importance of communication, The communication process, Communicating within organizations, Information richness, How technology affects communication, Interpersonal communication, Multicultural communication, Barriers to effective communication, Improving Communication in organizations, Promoting ethical communications.
20. **Decision Making** - Types of decisions, A Rational Decision-making Process, Alternatives to Rational Decision making, Behavioural influences on decision making, Group decision making, Creativity on group decision making.
21. **Leadership** - What is leadership, Trait approaches, Behavioural approaches, Situational approaches, Other perspectives, concepts and issues of leadership, Multicultural leadership, Emerging approaches to leadership.

### 5) ORGANIZATIONAL DESIGN, CHANGE AND INNOVATION

22. **Organizational Structure and Design** - Designing an organizational structure, Division of labour, Delegation of authority, Departmental biases, Span of control, Dimensions of structure, Organizational design models, Multinational Structure and Design, Virtual Organizations.
23. **Managing Change and Innovation** - Change at work, Resistance to change, Alternative change management approaches, Learning principles in change management, Change agents : forms of interventions, A model for managing organizational change, Diagnosis of a problem, Selection of appropriate methods, Impediments and limiting conditions, Implementing change successfully, Understanding Organizational development.

### 6) EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

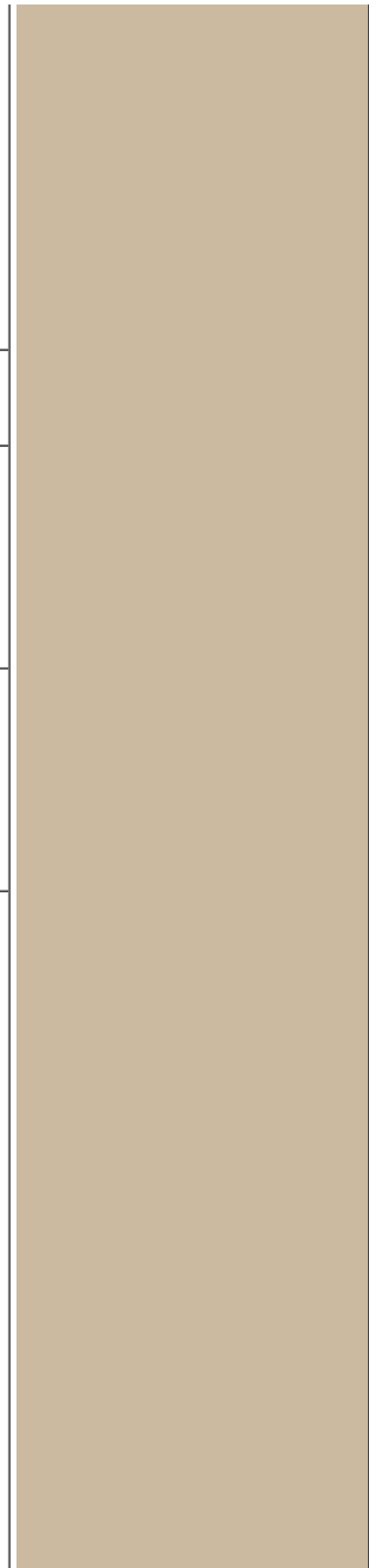
24. **Organizational behaviour across cultures** - Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication.

Sub Module	Topics	No.of Hours
	<b>MODULE 1:FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR</b>	
<b>1.Understanding Organizational Behaviour</b>	Fundamental Concepts.	1
	Organizational processes.	
	Organizational structure.	
	Organizational Change and Innovation processes.	
<b>2.Effectiveness in Organizations</b>	Models of Organizational Behaviour.	1
	Systems theory and time dimension of Effectiveness.	
	Developing competencies.	
	Limitations of Organizational Behaviour.	
	Continuing challenges.	
<b>3. Social systems and organizational culture</b>	Understanding a Social System.	2
	Social Culture, Role,Status.	
	Organizational culture.	
	Influencing culture change.	
	Sustaining the culture.	
	Characteristics of effective Socialization.	
	<b>MODULE 2:UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR</b>	
<b>4.Individual differences</b>	Why individual differences are	1

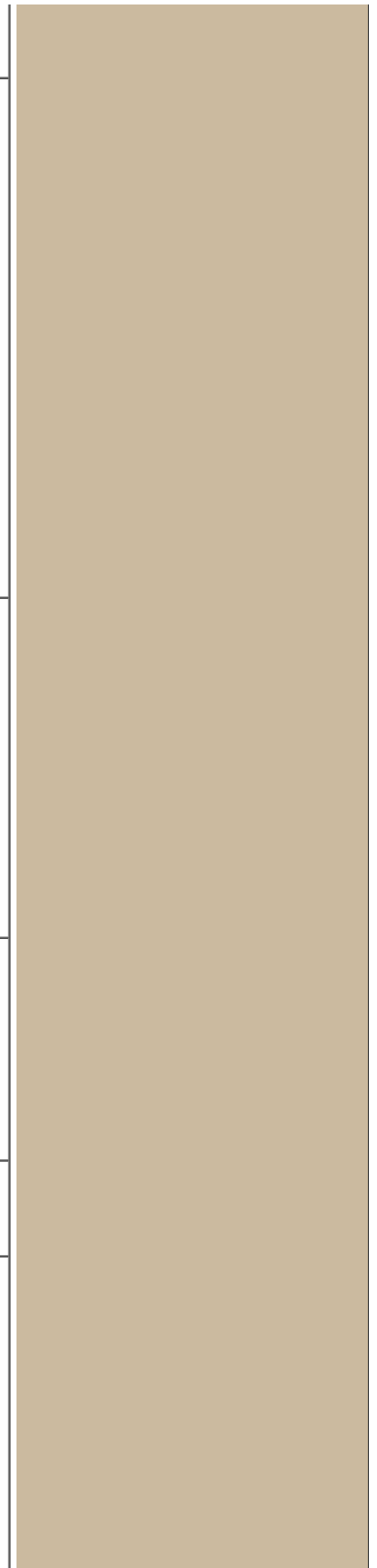
<i>and work behaviour</i>	important.	
	The basis for understanding Work Behaviour.	
	Individual differences influencing Work Behaviour.	
<b>5. Personality</b>	Sources of personality differences.	2
	Personality structure.	
	Personality and Behaviour.	
	Measuring Personality.	
<b>6. Attitudes</b>	The nature of Employee Attitudes.	3
	Effects of Employee Attitudes.	
	Studying Job satisfaction.	
	Changing Employee Attitudes.	
<b>7. Perceptions, Attributions and Emotions</b>	The perceptual process.	2
	Perceptual grouping.	
	Impression management.	
	Emotions.	
	Emotional Intelligence.	
<b>8. Motivation</b>	Concept of Motivation.	2
	Content approaches.	
	Process approaches.	
	Motivation and psychological contract.	
<b>9. Job Design, Work</b>	Job design and quality of work life.	2

<p><b>and Motivation</b></p>	<p>A conceptual model of job design.</p> <p>Job performance outcomes.</p> <p>Job analysis.</p> <p>Job designs: the result of job analysis.</p> <p>The way people perceive their jobs.</p> <p>Designing Job range: Job rotation and job Enlargement.</p> <p>Designing Job depth: Job enrichment.</p> <p>Total quality management and job design.</p>		
<p><b>10. Evaluation, Feedback and Rewards</b></p>	<p>Evaluation of Performance.</p> <p>Performance Evaluation feedback.</p> <p>Reinforcement theory.</p> <p>A model of Individual rewards.</p> <p>Rewards Affect Organizational concerns.</p> <p>Innovative reward system.</p>	<p>2</p>	
<p><b>11. Managing misbehaviour</b></p>	<p>The emergence in Management of the study of misbehaviour.</p> <p>Selected misbehaviours.</p>	<p>1</p>	
<p><b>12. Stress and Counseling</b></p>	<p>What is stress?</p> <p>Stress model.</p> <p>Work stressors.</p>	<p>2</p>	

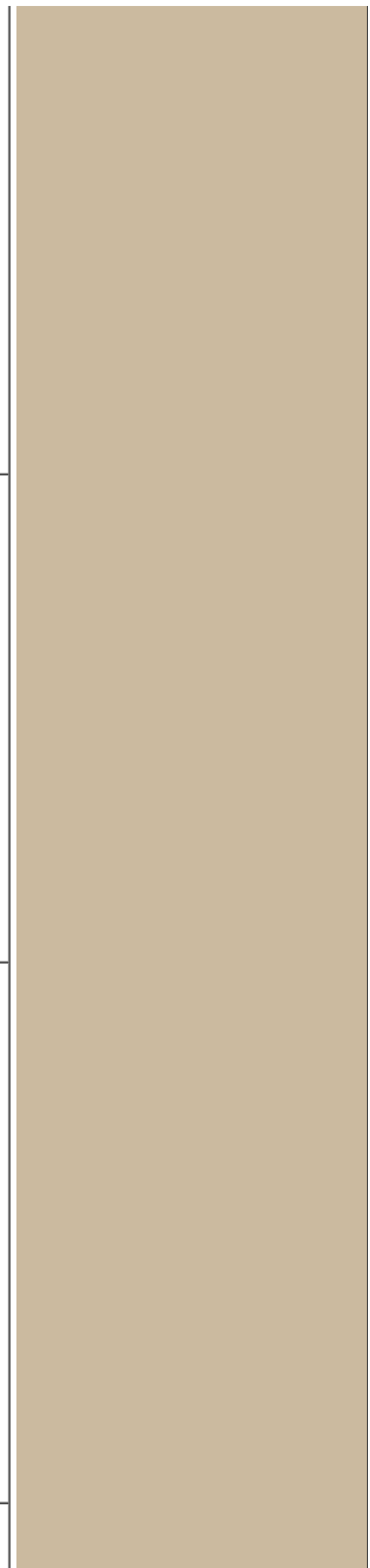
	Stress outcomes.	
	Stress moderators.	
	Stress prevention and management.	
	Employee counseling.	
	Types of counseling.	
	<b>MODULE 3:GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE</b>	
<b>13. Informal and Formal Groups</b>	Group Dynamics.	1
	The nature of informal organizations.	
	Formal groups.	
<b>14.Teams and Team Building</b>	Organizational context for teams.	1
	Teamwork.	
	Team building.	
<b>15.Managing Conflict and Negotiation</b>	Conflict in Organizations.	2
	A contemporary perspective on intergroup Conflict.	
	What causes intergroup conflict.	
	The causes of dysfunctional intergroup Conflict.	
	Managing intergroup conflict through Resolution.	
	Stimulating Constructive intergroup conflict.	
	Negotiations.	
	Negotiation tactics.	



	Increasing negotiation effectiveness.	
<b>16. Power and Politics</b>	The concept of power.	1
	Sources of power.	
	Interdepartmental power.	
	Illusion of power.	
	Political strategies and tactics.	
	Ethics, power and politics.	
	Using power to manage effectively.	
<b>17. Empowerment and Participation</b>	The nature of empowerment and Participation.	1
	How participation works.	
	Programs for participation.	
	Important considerations in participation.	
<b>18. Assertive Behaviour</b>	Interpersonal Orientations.	1
	Facilitating smooth relations	
	Stroking.	
	<b>MODULE 4: ORGANIZATIONAL PROCESSES</b>	
<b>19. Communication</b>	The importance of communication.	2
	The communication process.	
	Communicating within organizations.	
	Information richness.	

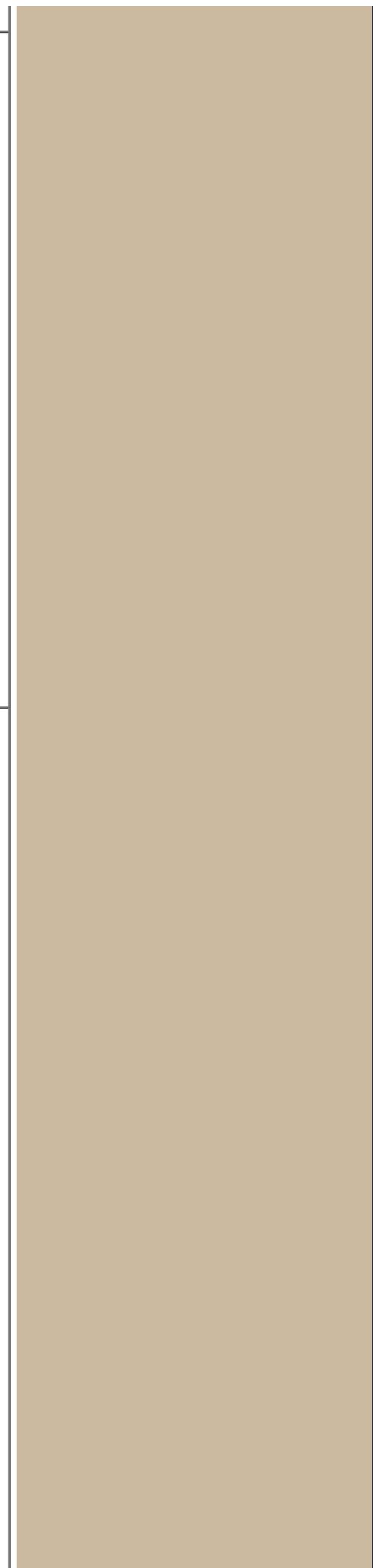


	How technology affects communication.	
	Interpersonal communication.	
	Multicultural communication.	
	Barriers to effective communication.	
	Improving Communication in organizations.	
	Promoting ethical communications.	
<b>20.Decision Making</b>	Types of decisions.	2
	A Rational Decision-making Process.	
	Alternatives to Rational Decision making.	
	Behavioural influences on decision making.	
	Group decision making.	
	Creativity on group decision making.	
<b>21.Leadership</b>	What is leadership.	3
	Trait approaches.	
	Behavioural approaches.	
	Situational approaches.	
	Other perspectives, concepts and issues of Leadership.	
	Multicultural leadership.	
	Emerging approaches to leadership.	
<b>MODULE 5:ORGANIZATIONAL DESIGN, CHANGE AND INNOVATION</b>		





<b>22.Organizational Structure and Design</b>	Designing an organizational structure.	3
	Division of labour.	
	Delegation of authority.	
	Departmental biases.	
	Span of control.	
	Dimensions of structure.	
	Organizational design models.	
	Multinational Structure and Design.	
	Virtual Organizations.	
<b>23.Managing Change andInnovation</b>	Change at work.	1
	Resistance to change.	
	Alternative change management approaches.	
	Learning principles in change management.	
	Change agents: forms of interventions.	
	A model for managing organizational change.	
	Diagnosis of a problem.	
	Selection of appropriate methods.	
	Impediments and limiting conditions.	
	Implementing change successfully.	
	Understanding Organizational	



	development.	
	<b>MODULE 6:EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR</b>	
<b>24.Organizational behaviour across cultures</b>	Conditions affecting multinational operations.	1
	Managing International Workforce.	
	Productivity and cultural contingencies.	
	Cross cultural communication.	
	<b>Total Hours</b>	40

**References:**

1. Organizational Behaviour-Robbins, Judge & Sanghi, Pearson Education Publication.
2. Organizational Behaviour-McShane & Glinow, McGraw Hill Publication.