



DEPARTMENT OF BUSINESS MANAGEMENT

Course Name : ORGANISATIONAL BEHAVIOUR

Academic year : 2016-17

Prescribed Textbook: Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson 14th, 2012.

Nature of the Course: Common paper

Preface

Globalisation, technology advancement, opens market system and desire of human beings to excel in the field one works has increased competitiveness and resultant work stress. Management of human behaviour and channelizing it into correct direction has become important. For this purpose Organisational behaviour gained more prominence in the modern organisations. Organisational behaviour is a social science discipline-much like cultural anthropology, economics, political science, psychology, and sociology. It is a new discipline relative to the other social sciences, having its origins in the mid-twentieth century. Its focus is clearly on the world of organisations. The concern is *first* with the behaviour and nature of people within organisations, and *second* with the behaviour and nature of organisations within their environments. Application of motivational theories, art of leadership and skill of redesigning jobs and modification to organisational structure is an ongoing process that facilitates positive work environment leading to increased job satisfaction of employees, greater productivity and organizational growth. Due to scientific advancement managing human resources is more challenging. It has been observed that everybody wants to catch up with next higher strata of life style. Social obligations have increased and so have increased the purchasing power, thanks to financial institutions that are doing a tremendous business of financing individuals. This situation has led to designing an appropriate situational model of managing human behaviour in varying conditions. There are however standard models of behaviour that can be modified depending upon the situation and applied in work settings. The traditional ways of managing organisations in fact have fast diminished. The work is now being accomplished by work teams and work groups. Participative decision making, delegation, empowerment, flexible work time and many more such concepts have emerged. Redesigning of work and organizational structure, regrouping, mergers have become the order of the day. This has led to employees undergoing more stress. The goal of the organizational theorist is to revitalize organizational theory and develop a better conceptualization of organizational life. An organizational theorist should carefully consider levels assumptions being made in theory and is concerned to help managers and administrators.

Organizational Behavior addresses following points:

- Organizational behavior studies the factors that impact individual and group behavior in organizations and how organizations manage their environments. Organizational behavior

provides a set of tools-theories and concepts-to understand, analyze, describe, and manage attitudes and behavior in organizations.

- The study of organizational behavior can improve and change individual, group, and organizational behavior to attain individual, group, and organizational goals.
- Organizational behavior can be analyzed at three levels: the individual, the group, and the organization as a whole. A full understanding must include an examination of behavioral factors at each level.
- A manager's job is to use the tools of organizational behavior to increase effectiveness, an organization's ability to achieve its goal.

Course Aim : To understand the dynamics of organizational behaviour.

Learning : To understand how employees behave in organizations. Students should be

Outcome able to correct their individual behaviour and group behaviour. They will also be able to motivate and lead employees towards achievement of organizational mission and objectives.

UNIT-I

Nature and Importance of Organisational Behaviour: Foundation of OB; Conceptual Model for OB. – Organisation System in Global Environment – Importance of Interpersonal Skills, Challenges & Opportunities for OB, Developing OB. Model – Approaches to OB.

Objective : To know the nature of Organisations and understand the importance of interpersonal skills in an Organisational context.

Outcome : By studying this students may understand the significance of OB and its specific implications in dealing with individuals and teams in an organisation.

Overview : Organizational behavior uses systematic study to improve predictions of behavior over intuition alone. Managers need to develop their interpersonal, or people, skills to be effective in their jobs. OB investigates the impact that individuals, groups, and structure have on behavior within an organization by using the conceptual knowledge derived from models and approaches. Because people are different, we need to look at OB in a contingency framework, using situational variables to explain cause-and-effect relationships. Organizational behavior offers specific insights to improve managers' people skills in the global context also.

UNIT-II

Individual Behaviour – Diversity – Biographical Characteristics Ability – Implementing Diversity Management – Strategies – Attitudes & Job Satisfaction, Personality – Theories of Personality – Perception – Process of Perception – Perception & Individual Decision Making – Motivation from concepts to Applications.

Objective : To study the individual behaviour in the organisations by understanding the various behavioural concepts.

Outcome : By studying this students may know the various individual personalities, perceptions, attitudes, various concepts of motivation, etc.

Overview : This chapter deals with the significance of workforce diversity and the strategies

involved in it. It gives insights about the various determinants of job satisfaction and the role of attitude in determining it. The theory of personality seeks to add a perspective to the nature of the personality. Perception goes beyond influencing individual behaviour if the factors involved in the process are properly understood.

UNIT-III

Group Behaviour – Foundations of Group Behaviour – Defining and Classifying Groups – Stages of Group Development – Group Properties – Roles – Norms – Status, Size and Cohesiveness – Group Decision Making – Understanding Work Teams – Types of Teams – Creating Effective Teams.

Objective : To understand the significance of group behaviour and the role of teams for effective accomplishment of various tasks.

Outcome : By studying this students will be able to manage group dynamics, decision making process and enhance their ability in forming effective teams.

Overview : Groups are inevitable in any organisation. People join groups for affiliation, security, esteem etc. This chapter helps individuals in understanding group norms and significance of group cohesiveness. Teams are the building blocks of an organisation. Understanding Work teams helps in enhancing the performance and quality.

UNIT-IV

Leadership and Motivation Theories: Leadership Theories – Challenges to Leadership Construct – Finding and Creating Effective Leaders – Power & Politics. Maslow's Hierarchy of Needs, Two- factor theory of Motivation, Alderfer's ERG theory, McClelland's need based Motivational Model.

Objective : To study the various leadership styles and the motivational concepts existing in the organisations.

Outcome : By studying this students may adapt the best leadership styles to become an effective leader. The theoretical concepts of motivation are necessary to accomplish task and improve the quality of performance.

Overview : Leadership differs from management. In a given situation same individual acts as a leader as well as a manager. It is important to commit a group of people towards specific goals and to use their potentials to realize the goals. It has ultimate aim of raising the level of human conduct and the ethical aspirations of people. Motivation comprises of important elements such as need, goal directed behaviour, rewards, reinforcement, performance and satisfaction. The theory of motivation helps in understanding what motivates an individual.

UNIT-V

Foundation of Organizational Structure: Conflicts & Negotiations – Organization Structure – Organization Change & Stress Management – Self Management – Managing Careers.

Objective : To understand the various concepts of Conflicts, Organisational Change, Stress

Management and career planning.

Outcome : The student will be able to deal with conflicts and know the techniques of Negotiation. It helps the student to control the stress level by adapting self management techniques.

Overview : Conflict arises when individuals cannot achieve goals satisfactorily. Experts are of the opinion that moderate level of conflict is good for the organisation. This chapter also deals with various elements of organisation structure. Change is vital for organisations survival and the various forces that cause change helps in understanding its managerial implications. Stress originates at the individual, group and organisational levels and its impact varies from person to person. By understanding all these concepts an individual can manage self and career.

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