

Subject Code: 303

Subject Name: Organisational Behaviour II

Unit I Group Dynamics and teams in modern workplace

12 hrs

-Interpersonal relationships: Johari Window, Transactional Analysis ,OK-Not Ok life positions

- Defining and classifying groups
- Stages of group development: five stage model, alternative model for temporary groups.
- Group structure
- The dynamics of informal groups
- The dysfunctions of groups
- The nature and types of teams
- Teams vs Groups
- Creating effective teams
- Team building
- Contemporary trends and issues in managing teams

Unit II Decision Making in organizations

6 hrs

- The decision making process
- Models of decision making
- Behavioural decision making
- Participative decision making process
- Creativity and group decision making
- The nominal group technique
- Case study

Unit III Leadership

12 hrs

- Definition, difference between leaders and managers
 - Theories of leadership
- Traditional theories – Trait theories, Behavioural theories, Hershey Blanchard's Life cycle theory, path goal theory, contingency theory.
- Modern theoretical processes of leadership- charismatic leadership theory, Transactional vs transformational leadership, visionary leadership, level five leaders.
- Great leaders: Styles , roles, skills
 - Leadership across cultures
 - Case study and experiential exercises,

Unit IV Conflict management

8hrs

- Definition and nature : Traditional vs Modern view of conflict
- Levels , sources, effects of conflicts
- Types of conflicts
- Various approaches to conflict resolution.

- Power & politics and conflict, Raven's power bases
- Case study

Unit V Occupational Stress

6 Hrs

Causes of Stress

Effects of Stress

Stress & Job Performance

Approaches to Stress Management

Employee Counseling

Case Study

Unit VI Organizational change, development and learning

8hrs

- Nature of change, levels of change, importance of change
- Types of change
- Forces for change in organizations
- Resistance to change
- The change process- Models of planned change : Lewins model, A systems model, Kotter's eight steps for leading change
- Organizational development- Prerequisites, situations appropriate for it
- OD interventions-Overview

Unit VII Cultivating Organisational culture and ethical behavior

8 hrs

- Definition, types, layers , functions and outcomes
- How cultures are embedded in organizations
- Embedding organizational culture through socialization
- The organization socialization process- three phase model
- Embedding organizational culture through mentoring
- Fostering ethical organizational behaviour- model of ethical behaviour
- How to improve organizational's ethical climate

References:

Organizational Behaviour by Fred Luthans

Organizational Behaviour by Stephen Robbins

Organizational Behaviour by Angelo Kinicki and Robert Kreitner

Emotional Intelligence by Daniel Goleman

Working with Emotional Intelligence by Daniel Goleman

Transactional analysis by Eric Berne

Organizational Behaviour by Ashwathappa

Organizational Behaviour by Nirmal Singh

Understanding organization and Behaviour by Udai Pareekh

Organizational Behaviour by Umasekharan

Organizational Behaviour by Hershey Blanchard