



ORGANIZATIONAL BEHAVIOUR

PROF. M.P.GANESH

Department of Liberal Arts
IIT Hyderabad

PRE-REQUISITES : Undergraduate degree in any discipline

INTENDED AUDIENCE : Work professionals, MBA students, BTech students, MSc. Psychology students

INDUSTRIES APPLICABLE TO : Almost all organizations would prefer to have their employees undergo this course

COURSE OUTLINE :

Work is an inherent part of human behaviour. Most adults spend at least 30 percent of their life time in their work place and/or in work related activities. Like in any other context, human behaviour in the organizational and work context is a complex phenomenon. Individual behaviour at work is a result of interaction between various individual, group and organizational level factors. Understanding how individuals and groups behave at work place will not only help improve their effectiveness but also nurture the quality of work life of the individuals. This course will help students to be cognizant of these work place dynamics so that they make conscious decisions in their future work life as well as long term career.

ABOUT INSTRUCTOR :

Prof. M.P. Ganesh is a faculty at the Department of Liberal Arts, IIT Hyderabad. He has completed his PhD from Humanities and Social Sciences Department IIT Bombay and has earlier worked with Department of Management Studies at IIT Madras. He was also associated with reputed academic and business organizations like IIM Ahmedabad and Raymond Ltd. His teaching and research interests include corporate social responsibility, Eco Friendly behaviours at workplace, Food waste behaviours, organizational structure and design, cross-cultural collaborations, virtual teams and helping behavior at work place. He has strong research collaborations with eminent faculty from European universities like University of Goettingen (Germany), University of Applied Sciences, Northwestern Switzerland and University of Santiago de Compostela (Spain). He has also been actively involved in business consulting and management training for organizations. He has published in reputed national and international journals. He has been many awards including: a) Best Professor in Humanities and Social Sciences, awarded at the 22nd Dewang Mehta Business School Award, 15th November, 2014, Mumbai b) Invited speaker under emerging psychologist programme, National Academy of Psychology Conference, 2014, c) Best Professor in Human Resources, awarded in 3rd Asia's Best B-School Awards held on 19th July 2012 in Singapore hosted by CMO Council Asia and d) Outstanding Reviewer Award (2011), Team Performance Management Journal, Emerald Literati Network.

COURSE PLAN :

Week 1 : Introduction – a) defining organization, behavior and organizational behavior, b) assumptions of OB, c) principles of OB, d) levels of OB, e) scope of OB, f) OB and Human Resource Management, g) Applications of OB, h) Historical developments of OB, i) emerging concerns

Week 2 : Perception and Learning – a) understanding perception, b) Basic elements of perception, c) Principles of perceptual selection, d) Perceptual grouping, e) Social Perception, f) Self-perception and identity, g) attribution of causality, h) Perceptual biases in social perception, i) Implications for human resource management, j) defining learning, k) classical and operant conditioning l) learning in organizations

Week 3: Personality – a) Defining Personality, b) History of the concept, c) Key assumptions, d) biological and social determinants, e) Theories – Intrapsychic theory, social learning theory, self-theory, Trait and type theories f) Related concepts (locus of control, dogmatism, authoritarianism, Machiavellianism), g) measuring personality.

Week 4: Attitudes – a) Definition, b) Key elements of attitudes, c) Attitudes and related concepts (Values, opinion, belief and ideology), e) Characteristics of attitudes, f) Attitude formation, g) Attitude measurement, h) Changing attitudes, i) Attitudes at workplace (job satisfaction, work attitude and organizational commitment), j) Prejudice and discrimination at workspace.

Week 5: Emotions in workplace - a) Definition, b) Types of emotions, c) Related concepts (mood, temperament), d) Stress in workplace, e) General Adaptation Syndrome, f) Managing Stress, g) Psychosomatic disorders and stress h) emotional labor and emotional contagion.

Week 6: Motivation – a) Definition, b) Process of motivation, c) Types of motives, d) Motivators at workplace, e) Motivation theories (Process and Content theories)

Week 7: Interpersonal Dynamics – a) Definition, b) Psychological Contract, c) Trust and trust building, d) Prosocial behavior, e) Cooperation Vs Competition f) Conflict management, g) Levels and types of conflict at workplace, h) Conflict management Styles, i) Managing Negotiations

Week 8: Power and Leadership - a) Defining Power, b) Sources of Power, c) Organizational politics, d) Leadership e) Managers Vs Leaders, f) Trait and Type approach to leadership g) Leadership style, h) Leadership Grid, i) Contingency Theories j) Contemporary issues

Week 9: Team Dynamics – a) Groups and Teams, b) Types of Teams, c) Stages in group development, d) problems in team work (Free riding, social loafing, group think), e) Cross-cultural virtual teams.

Week 10: Organizational culture – a) Defining culture, b) levels of culture, c) cultural dimensions, d) high and low context cultures, e) Strong and weak organizational cultures, f) Expressions of organizational culture, g) Impact of culture on individuals, h) Organizational cultural change

Week 11: Organization Change – a) Change in Organizations, b) Nature of the change process, c) Types of change, d) Impact of change, e) Managing resistance to change, f) Organizational Development interventions

Week 12: Organizational Structure and Design – a) Basic dimensions of structure, b) Departmentalization, c) Organizational life cycle, d) Organizations as socio-technical systems, e) Organizational design and its impact on employees, f) Organizational boundary spanning