MBAH 403: ORGANISATION BEHAVIOUR AND COMMUNICATIONS

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To understand the fundamental principles and ideas underlying human behaviour, in addition to developing better insights into one's self.
2. To make students aware of individual behavior in groups, group dynamics, team building and interpersonal performance.
3. To develop a better understanding of how they can be better facilitators for building effective teams as members themselves

Course Outcomes

1. Describe the key concepts of organizational behavior.
2. Understand theories about how managers should behave to motivate and control employees.
3. Build people and leadership skills essential for managerial success.
4. Appraise the basic principles of communication

Pedagogy Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Fundamentals of OB: Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.

Module 2, **Values, Attitudes and Emotions**: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ. Personality & Attitude: Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude.

Module 3, Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation.

Module 4, Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories.

Module 5, Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature

of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.

Module 6, Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization.

Module 7, Communication Basics: Introduction to Communication , Meaning & Process, Objectives- Channels of Communication –Models of Communication–Group Communication-Barriers to effective Communication.

Module 8, Listening, Interview and Negotiations: Listening as a Managerial Process - Good Listening – Determinants of good listening -Difference between hearing and listening. Interview: Concept, Typology, Effective Interview: Ingredients, preparation for a good Interview, Interview facing and guiding techniques -Group Discussion: Ingredients of good discussion. Effective Negotiation Techniques, guiding the Negotiation process – Ingredients of good negotiation process.

Reference Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa
7. Matthu Kutty MM, Business Communication Strategies, TMH, 2001.
8. Lessikar, Basic Communication, Tata McGrawHill.-2001.
9. Understanding OB, Uday Pareek
10. Human Resource Management, Nkomo, CENGAGE Learning
11. Ken Robert W.,A short guide to successful Writing in Management, HBS,1986
12. Mudd Cs and Sillers Md, Speech and Content and Communication, Thomas Crowell Company, 1985
13. Rayudu, Business Communication, Himalaya Publishers, 2001.
14. Aruna, Business Communication. TMH.

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