**Paper Name: PG 303 - Organizational Behaviour II**

Each lecture is of 100 minutes.

1. **Foundations of group behavior** – Definition and classification of groups; needs for joining group; five stage model of group development; temporary groups with deadlines – punctuated equilibrium model; group properties and their relationships; group decision making; and evaluation of group effectiveness. 2 lectures
2. **Teams** - why teams are required; difference between teams and groups; types of teams; how to create effective team; turning individuals into team players; teams and quality management; and testing fitness of team to situation. 2 lectures
3. **Communication in OB** – functions of communication; communication process; direction of communication; inter personal communication – how it is done; grapevine and rumors; how to reduce negative consequences of rumors; computer aided communication; knowledge management; choice of communication channels; barriers to effective communication; silence as communication; politically correct communication; and communication barriers and cultural context. 2 lectures
4. **Basic approaches to leadership** – what is leadership; trait theory; behavioral theories; contingency theories; Fiedler model; Cognitive Resource Theory; Contingency Approach: Hersey & Blanchard Situational Model; Leader–Member Exchange Theory; Path-Goal Theory; and Leader-Participation Model along with Contingency Variables in the Revised Leader-Participation Model 2 lectures
5. **Contemporary Issues in Leadership** – what is framing; Inspirational Approaches to Leadership; Key Characteristics of Charismatic Leaders; Level 5 Leaders; Transactional and Transformational Leadership and their characteristics; Leadership and Ethical Behavior; Trust as the Foundation of Leadership; dimensions of trust; basic principles of trust; contemporary Leadership Roles- providing team leadership, mentoring, self leadership, online leadership; challenges to leadership; substitutes and neutralizers for leadership; finding and creating effective leaders. 2 lectures
6. **Power and Politics** - definition of power; contrasting leadership and power; bases of power - formal power, personal power; dependency - the key to power; Power Tactics; factors influencing the choice and effectiveness of power tactics; power in groups – coalitions; sexual harassment- unequal power in the workplace; politics - power in action; Factors That Influence Political Behaviors; employee responses to organizational politics; impression management (IM) and ethics of political actions. 2 lectures
7. **Conflict and Negotiation** - definition of conflict; types of conflicts; the conflict process including conflict management techniques; negotiation - bargaining strategies, bargaining strategies, the negotiation process, issues in negotiation, third-party negotiations; conflict and unit performance 2 lectures
8. **Organizational Culture** - what is organizational culture, contrasting and uniform organizational cultures; what do cultures do; how culture begins; sustaining culture; socialization and its process; how organization cultures form; how employees learn culture; how to create ethical organizational culture; how to create customer responsive culture; spirituality and organizational culture; and how organizational cultures impact performance and satisfaction; 2 lectures
9. **Organizational Change** - Forces for change - nature of the workforce, technology, economic factors, competition social trends and world politics; managing planned change – forms of resistance to change, sources of individual resistance to change; sources of organizational resistance to change; overcoming resistance to change, the politics of change; Lewin’s three-step change model; Kotter’s eight-step plan for implementing change; Action research; Organizational Development and it’s techniques; Sensitivity training; Survey feed back; Process consultation; team building; intergroup development; appreciative enquiry; contemporary change issues for today’s managers – process re engineering, innovation, learning organizations 3 lectures
10. **Work Stress and Its Management** – Stress and its potential sources; consequences of stress; managing stress and work life balance. 1 lecture

References :

1. Hersey, P., Blanchard, K.H., Johnson, D.E.- Management of Organizational Behaviour, Prentice- Hall of

India/Pearson Education

2. Luthans, Fred - Organizational Behaviour, McGraw-Hill

3. Pareek, Udai - Understanding Organizational Behaviour, OUP

4. Robbins, S.P., TA Judge & S.Sanghi : Organizational Behaviour, Pearson

5. Sekaran, Uma - Organizational Behaviour – Text and Cases, McGraw Hill

6. Shukla , Madhukar - Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall