

SEMESTER IV – ORGANIZATIONAL BEHAVIOR (OB) SPECIALIZATION

Paper No.	Title of Paper
MBA/401	Strategic Management
MBA/4301/OB	Organization Behavior
MBA/4302/OB	Organization Development
MBA/4303/OB	Management Of Group Process
MBA/4304/OB	Corporate Leadership Management
MBA/4305/OB	Knowledge Management
MBA/4306/OB	International HRM
MBA/407	Dissertation

Objective: The objective of this course is to develop understanding about strategic processes and their impact on a firm.

Unit – I Corporate Strategy and Planning – Concept of strategy. Strategic Management and strategic management Process, Evolution of Corporate Policy in India, Models and Phases of Strategic Management Process, 7-S Framework

Unit – II SWOT Analysis, Environmental Analysis, Competitive Analysis, Internal corporate Analysis

Unit – III Strategic Analysis, Cost Analysis, Portfolio Analysis and Display Matrices, Operating and Financial Analysis

Unit – IV Strategic Alternatives, Diversification, Mergers and Acquisition, Turn-Around Management

Unit – V Strategic Choice, Implementation of Strategy, Evaluation and Control of Strategy

Suggested Readings:

1. Johnson & Scholes, *Exploring Corporate Strategies*, PHI, 6th ed., 2003.
 2. Bowman Cliff, *Essence of Strategic Management*, PHI, 2003.
 3. John Pearce, *Strategic Management*, TMH.
 4. Byars, *Strategic Management*, TMH.
 5. Rastogi, *Managing Constant Change*, McMillan India.
 6. Ulrich, *Managing Corporate Culture*, McMillan India.
 7. Prasad, *Organisational Development For Excellence*.
 8. Acharya and Govekar, *Business Policy and Strategic Management*, 2nd ed., 1999, Himalaya Publishing House.
 9. Cherunilam, Francis, *Strategic Management*, 7th ed., 2003, Himalaya Publishing House.
 10. Azhar Kazmi, *Corporate Strategy and Business Policy*, TMH Publications
- Serial no. 5, 6 and 7 to be deleted
Other references remain as such.

Objective: To familiarize the students with organizational behaviour-concepts, components, theories and applications.

Unit I:

Organizational Behaviour: Definition, Objectives, Key Elements and nature. Organizational Behaviour Process, models, Organizational Behaviour systems and its elements. Overview of evolution of Organizational Behaviour. Contributing disciplines to Organizational Behaviour.

Organizational Behaviour: An Individual Perspective-Individual and Individual Difference, Human Behaviour and its causation, models of man, whole person approach including physical, psychological, mental, emotional and spiritual level.

Unit II:

An overview of Organizational Behaviour focusing at individual level: Intelligence, Emotions and moods, abilities, competencies and skills, personality, perception, attitudes, values, motivation and learning.

Personality: concepts, Theories and determinants, applications in Organizational Behaviour.

Perception: Definition, Difference between perception and sensation, factors affecting perception, improving perceptions and applications in Organizational Behaviour.

Attitudes and Values: Attitudes- concepts, formation, types, measurement and attitude change.

Overview of values and its application in Organizational Behaviour

Unit III:

Job Satisfaction, Organizational commitment and loyalty: Overview, Concept and Applications in Organizational Behaviour

Emotions and moods-types, sources and theories with applications in Organizational Behaviour.

Emotional Intelligence, Transactional Analysis. Overview of Motivation and Morale in Organizational Behaviour, Overview of Group Dynamics- Meaning, Types of Groups & Group Processes.

Unit IV:

Learning and Learning Behaviour: Learning- Meaning, Definition, Principles and concept of reinforcement, punishment. Learning Behaviour-Concept, Models and its applications. Conflict and Conflict Resolution-Definition, sources, types, aspects of conflicts. Conflict resolution and management, overview of negotiation and negotiation strategies, Counseling, Participative management.

Unit V:

Organizational Behaviour at Organizational level: Organizational culture and climate- Organizational culture its definition, types, functions, managing culture. Creating, sustaining and changing culture. Organizational Climate- Concept, Dimensions, Determinants and comparison with organizational culture. Quality of Work life- Concept, Meaning and Applications.

Suggested Readings:

1. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
2. Mainiero, L A & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
3. Moore, M D. etc. Inside Organizations: Understanding the Human Dimensions. London, Sage, 1988.
4. Abad, Ahmad. Etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
5. De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988.
6. French, W.H. and Bell, C H. Organisation Development. New Delhi, Prentice Hall of India, 1991.
7. French, W L., etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall, 1990.
8. Harvey, D F. and Brown, DR. An Experimental Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
9. Huse, F E. and Cummings, T.G. Organization, Development and Change. 3rd ed. New York, West, 1985.
10. Sinha, Dharani, P.etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.

MBA/4302/OB Organizational Development and Intervention Strategies

- Unit-I** Organization Development: Concept and Theory of Development, Approaches to Problem Diagnosis.
- Unit-II** Organizational Development Techniques: Steps in OD, General OD Competencies, OD Skills.
- Unit-III** OD Evaluation: Evaluation of OD, Ethics of OD Professional, Future of OD. Organizational Effectiveness-concept, objectives, nature and need.
- Unit-IV** Organizational Change: Concept, Objectives, Nature, Types, Models and Implementation. Change Strategies. Change Agent.
- Unit-V** Organizational Interventions: Major OD Intervention Techniques, Designing Interventions, Interpersonal Interventions, Team Interventions, Inter-group Interventions.

Suggested Readings:

1. Theory of OD & Change; Cummings/Worley Cengage Learning
2. Od Behavior Science, Intervention for Org. Improvement; Wendell L.French (ecil H. Bell Jr.), PHI
3. Human Resource Management; P Subba Rao, HPH
4. HRD (Foundation framework Application) Werner Destmone, Cengage Learning

Objective: To acquaint the students with group dynamics and group processes and educate them to work in groups/teams to realize the individual as well as team/group objectives.

Unit-I:

Nature & Characteristics of Group, Types of Group, Theories of Group formation, Stages of Group, Development, Usefulness & Pitfalls of Group, Size and Name of Group, Group Decision Making & problem solving Processes and Models of Decision Making

Unit-II:

Group as a medium of learning, Determinants of Group Behavior, Group for Development and Change, Conflicts and Negotiation in groups

Unit-III:

Group Dynamics, Group Cohesiveness, Inter Group Processes, Group Change Influence Process

Unit-IV:

Interpersonal Relationship: Interpersonal Communication, Interpersonal Awareness, Group Communication and its process, Feedback Process.

Unit –V:

Group Effects: Group Synergy, Inter Group Relationship, Team Building, Group Leadership, Power and Politics in Group, Stress and Frustration and its management in organization.

SUGGESTED READINGS:

1. Bennis, W.G. Essay in Interpersonal Dynamics. U.S.A., Dorsey Press, 1979.
2. Kolb, D. etc. Organizational Behaviour : An Experiential Approach . 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Kolb, D. etc. Organizational Behaviour : Practical Readings for Management. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall of India, 1991.
4. Mainiero, L A & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
5. Moore, M D. etc. Inside Organizations : Understanding the Human Dimensions. London, Sage, 1988.
6. Angelo Kinicki, Robert Kreitner, Organisation Behaviour”, 3rd ed., 2009, Tata McGraw Hill

MBA/4304/OB Corporate Leadership Management

Unit I:

Leadership – Meaning, Concepts and Myths, Components of Leadership- Leader, Followers and situation. Assessing Leadership & Measuring Its effects,.

Unit II:

Focus on the Leader – Power and Influence; Leadership and Values. Leadership Behaviour; Attributes of Leaders Leaders and Managers, Leadership and Management, .

Unit III:

Contingency Theories and Styles of Leadership; Leadership Dimensions, Leadership Development,

Unit IV:

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills,

Unit V:

Groups, Teams and Their Leadership, Leadership and Change.

Leadership Model. Brief Biographies of some great western and Indian Business Leaders-Henry Ford-II, Victor Trumph, Bill Gates, J.R.D. Tata, Dhirubhai Ambani, Ratan Tata

Suggested Readings :

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
2. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
3. West Michael - Effective Team Work (Excel Books, 1st Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)

Objective: To acquaint the students to theories, applications and practices of knowledge management. The orientation shall be from the human resource management perspective.

Unit I:

Knowledge and Knowledge Management: Concept and Meaning, Contemporary Significance, Aims, Philosophy and Structure, Knowledge Society Concept, post industrial concept. Types of Knowledge, Conduit model of knowledge sharing, knowledge management processes. Knowledge-features, perspectives of knowledge, organizational knowledge base.

Unit II:

Managing knowledge, knowledge management and business strategy, knowledge management strategies-Hansen Codification versus personalization framework, Earl's Seven School of knowledge management, Alvesson and Karreman's four knowledge management approaches. Knowledge worker, knowledge intensive firms, knowledge work and ambiguity, workers participation in knowledge processes.

Unit III:

Learning and Knowledge Management: The Heterogeneity of learning, Dynamics of organizational learning, The learning organisation. Knowledge creations and loss-Innovation Dynamics and knowledge processes, knowledge creation theory, social dynamics of innovation networking processes. Forgetting and Unlearning Knowledge-Typology of forgetting, barriers and facilitation of unlearning.

Unit IV:

Managing and sharing knowledge: Socio Cultural Issues, Interpersonal Trust, Group Identity, Personality. Communities of practice-basic characteristics, origins, features, dynamics, knowledge base, intra community knowledge processes and managing communities of practices. Cross Community, boundary spanning and knowledge process-significance, identity, knowledge, trust and social relations, relationship management.

Unit V:

Power, politics, conflict and knowledge processes. Information, Communication Technology and Knowledge Management. Knowledge management-culture management and HRM practices. Leadership and knowledge management. Knowledge management as a fashion.

Suggested Reading:

- 1) Donald Hislop, Knowledge Management in Organization, Oxford University Press, 2nd ed. 2010.
- 2) Ratan Reddy B. "Knowledge Management," Himalaya Publishing House
- 3) Shermon Ganesh, "Knowledge HRM", Himalaya Publishing House

Objective: To make the students well versed with the HR Policies and Strategies in the context of International Business.

Unit I:

International HRM: Concept and Issues, Barriers in Global HRM. Culture, Society and Nations, Cultural Change and Universals, Cultural Sensitivity and Global Business, Cross Cultural Theories.

Unit II:

International Business, Employee Behaviour and Cross Culture: Cross Cultural Negotiations, Organizational Culture.

Unit III:

Culture and Organisational Performance, International Business and International HRM Approaches, Organizing Multinational Structures

Unit IV:

International HRM Functions: Recruitment and Selection, Training and Development, Compensation, Employee Performance.

Unit V:

International Projects and HR, Organizational Ethics, Ethics across culture

Suggested Reading:

- 1) Gupta S.C., 'Text book of International HRM', MacMillan Ltd., New Delhi, 2006