

MGT 203: Organizational Behavior

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to provide students with an in-depth understanding of fundamental theories of organizational behavior.

Course Description

The course comprises 10 units- introduction, understanding individual behavior, perception, learning, personality, motivation and job satisfaction, groups and teams in organizations, leadership, communication, conflict and organizational change and development.

Course Details

Unit 1: Introduction to Organizational Behavior

LH 6

Concept, Organizational behavior system, basic assumptions, levels of OB analysis, Basic assumptions of OB, Contributing disciplines to the field of OB, challenges for managers.

Unit 2: Understanding Individual Behavior

LH 5

Concept, behavior as an input-output system. Mental process-beliefs, attitudes, values, needs, motives and behavior, Sensation, Emotions and Cognitive dissonance.

Unit 3: Perception

LH 3

Concept, perceptual process, factors affecting perception, specific application of perception in organizations, theories in organizations, Attribution theory, Attribution errors.

Unit 4: Learning

LH 3

Concept of learning, Learning theories, Factors influencing learning, Principles of learning, Behavior modification.

Unit 5: Personality

LH 5

Concept, Personality traits and characteristics, Determinants of personality, linking an individual's personality and values to the workplace, Major personality attributes influencing OB, application of personality traits and characteristics at work place.

Unit 5: Motivation and Job Satisfaction

LH 5

Concept, Motivation theories-Maslow Hierarchy needs theory, Hygiene factors and motivators theory, ERG motivation theory, McClelland Achievement theory and Vroom expectancy theory. Application of motivation theories, Motivation for Performance, Concept of job satisfaction, Effects of job satisfaction on employees' performance.

Unit 6: Groups and Teams in Organizations

LH 5

Concept of group and group dynamics, the dynamics of group formation, types of groups, The dynamics of informal groups, concept and nature of teams, Types of teams, Team processes.

Unit 7: Leadership

LH 4

Concept, Effective leadership, Theories of leadership-trait perspective, behavioral theories, contingency theories,

Unit 8: Communication

LH 4

Concept, Function and process, System, Types, Communication network, Barriers to effective communication, Overcoming communication barriers, Issues in communication.

Unit 9: Conflict

LH 3

Concept, nature, types and nature and types of intergroup conflict, Dynamics of intergroup conflict, Sources of conflict, Approaches to conflict management.

Unit 10: Organizational Change and Development

LH 5

Concept, Forces of change, Resistance to change, Approaches to managing organizational change, Concept of organizational development (OD), OD values, OD interventions.

Text Books

Robbins, S.P., *Organizational Behavior*, New Delhi: Pearson.

Arnold, H.J. and Fieldman, D.C. *Organizational Behavior*. New York: McGraw Hill Book Company.

Adhikari, D.R. *Organizational Behavior*. Kathmandu: Buddha Academic Enterprises Pvt. Ltd.

Asathappa, K. *Organizational Behavior*. (8th Edition), New Delhi: Himalayan Publishing House.

Dwivedi, R.S. *Human Relations and Organizational Behavior: A Global Perspective*. New Delhi: Macmillan India Limited.

Moorhead, G. and Griffin, R.W. (2000). *Organizational Behavior*. New Delhi: AITBS Publishers.