

**Title: Organizational Behavior**  
**Credit Hours: 3**

**Code: MGMT 524**  
**Year /Semester: I/II**

**48 Hours**

**Course Objectives:**

The objective of the course is to develop in graduates the insight into behavioral issues, problems and trends in modern organizations through a comprehensive framework of behavioral studies and familiarize them with suitable tools and techniques for behavioral transformation for increased organizational performance.

**Unit 1 Introduction**

**8 Hours**

Definition, Objectives and Importance of OB, Evolution of OB, Levels of Study of OB, OB Model, Disciplines Contributing to OB, Challenges and Opportunities of OB

**Unit 2 Individual Behavior and Process**

**10 Hours**

Types of Individual Behavior in Organization, Beliefs, Attitudes and Values, Personality: Determinates of Personality, Personality traits, Theories of Personality, Perception: Nature & Significance, Perceptual organization, Learning and Behavior management: Definition & Significance of Learning; Theories of Learning, Steps in Learning, Behavior Modification: Law of Effect, Schedules of Reinforcement

**Unit 3 Motivation & Leadership**

**8 Hours**

Motivation & productivity, Nature of motivation, Theories of Motivation Maslow's Hierarchy needs, Herzberg's Two Factor Theory, Alderfer's ERG model)

Leadership: Nature, Leadership Style: Autocratic, Consultative & Participative Leaders, Theories of Leadership: Trait, Behavioral and Contingency Theories (Fielder's contingency model, Path- goal model of leadership, Vroom's Decision Making Model), Emerging Leadership Theories: Transactional, Charismatic, Transformation, Servant Leadership

**Unit 4 Groups and Interpersonal Behavior**

**10 Hours**

Nature of Groups, Dynamics of Group Formation, Types & Functions of Groups, Nature Significance of Informal Groups Management of Informal Groups, Formal Groups: Potential Outcomes of Formal Group, Dynamics of Formal Work Groups Team, Lifecycle A Team in Gradients of Effective Team, Need of Team Building Committees, Conflict in Organization: Meaning and Nature of Conflict, Levels of Conflict, Sources of Conflict, Effects of Conflict, View on Conflict; Power & Politics: Meaning and Types of Power, Organizational, Politics and Its Nature

**Unit 5 Organizational Change & Development**

**12 Hours**

The Nature of Change, Responses to Change, Resistance to Change (Nature & Effects Reasons, Types & Benefits), Transformational Leadership & Change Three Stages in Change, Background, Definition Organizational Development, Objectives & Characteristics, Organization Development Process, Benefits of limitations of Organization Development OD Techniques, Emerging OD Techniques & Approaches

**Reference Books:**

1. Stephen P. Robins, Timothy A. Judge, Seema Sanghi, *Organizational Behavior*: Pearson Education edition (latest edition),
2. Robbins, S.P., Judge, T.A., Sanghi, S (2009). *Organizational Behaviour*, Pearson Education.
3. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., *Management* 6th Ed, .Prentice-Hall of India.
4. George, J. M. & Jones, G.R. (2009). Understanding and Managing Organizational Behaviour 5th Edition, Pearson Education.
5. Green Berg, J. and Baron, R.A. (2008), Behaviour in Organization. Prentice Hall of India.
6. Agrawal, G.R.: *Organizational Relations in Nepal*, M.K. Publishers, Kathmandu.