

INDIAN INSTITUTE OF TECHNOLOGY MANDI

PROPOSAL FOR A NEW COURSE

Course Title: Advanced Organizational Psychology

Course Number: HS 624

Credits: 4-0-0-4

Pre-requisites: Consent of the Course Instructor

Course Description:

The primary objective of this course is to provide an advanced understanding of major issues concerning employees' behavior in organizations. The course also intends to develop foundation to carryout research on various aspects of employees' behavior in organizations. After completion of this course students would be able to understand the dynamics of various factors at workplace and will be able to carry out quality research in the area of organizational psychology.

Course Contents

Unit I: Introduction to Organizational Behaviour (4 Hours)

Historical Overview, Major Themes, Challenges and Opportunities, Global implications.

Readings:

Robbins, S. P.; Judge, T. A.; Vohra, N. (2012). Organizational Behaviour (14th Edition).

Rousseau, D.M. (1997). Organizational behavior in the new organizational era. Annual Review of Psychology, 48, 515-546.

O'Reilly, C. 1991. Organizational behavior: Where we have been, where we're going. Annual Review of Psychology, 42.

Unit II: Attitude and Job Satisfaction (6 Hours)

Components of attitude; Major Job attitudes, measurement, causes and impact of job satisfaction; employees' responses to job dissatisfaction

Readings:

Robbins, S. P.; Judge, T. A.; Vohra, N. (2012). *Organizational Behaviour* (14th Edition).

Baron, R. A. (1994). "The Physical Environment of Work Settings: Effects on Task Performance, Interpersonal Relations, and Job Satisfaction." Research in Organizational Behavior: 46p.

Heerwagen, J. (2000). "Green buildings, organizational success and occupant productivity." Building Research & Information 28(Issue 5/6): 15p.

Oldham, G. R. and N. L. Rotchford (1983). "Relationships between Office Characteristics and Employee Reactions: A Study of the Physical Environment." Administrative Science Quarterly 28(Issue 4): 15p.

Unit III: Theories of Motivation (8 Hours)

Major Theories and applications- Need Hierarchy, Two-Factor theory, Porter- Lawler Expectancy theory, Equity theory and Organizational Justice, Goal setting theory; Work Motivation; Indian perspective on Motivation: Karmayoga; Role of culture and Environment

Readings:

Lord, R. G., Diefendorff, J. M., Schmidt, A. M., & Hall, R. J. (2010). Self-regulation at work. *Annual Review of Psychology*, 61, 543-568.

Scholer, A. A., & Higgins, E. T. (2011). Regulatory focus in a demanding world. In R. Hoyle (Ed.), *Handbook of personality and self-regulation* (pp. 291-314). Malden, MA: Blackwell Publishing.

Robbins, S. P.; Judge, T. A.; Vohra, N. (2012). *Organizational Behaviour* (14th Edition)

BhagwadGeeta - Chapter 3- Karmayoga – for Motivation

Unit IV: Personality (8 Hours)

Personality Assessment: MBTI; BIG-5; Personality traits; Person-Job fit;
Indian perspectives on personality: Purusa, Prakriti & Guna; Satva, Rajas, Tamas),
Contemporary approaches; personality and values

Readings:

Bhagwadgita

Hall, C. S.; Lindzey, G.; Campbell, J. B. (2004). *Theories of Personality* (4th Edition). New York: John Wiley & Sons, Inc.

Mishra, G. & Mohanty, A. K. (2002). *Perspectives on Indigenous Psychology*. New Delhi: Concept Publishing Company.

Unit V: Leadership (6 Hours)

Historical Context: The Iowa studies, Ohio state studies, early Michigan studies; Major Approaches; Charismatic, Transformational, Authentic & Nurturant-Task Leadership Styles; Alternative to leadership; Role of Followers; Challenges

Readings:

Conger, J.A. & Kanungo, R.N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *AMR*, 12, 637-647.

Kark, R., Shamir, B. Chen, G. (2003). The two faces of transformational leadership: Empowerment and dependency. *JAP*, 88(2), 246-255.

Howell, J.M. & Shamir, B. (2005). The role of followers in the charismatic leadership process: Relationships and their consequences. *AMR*, 30(1), 96-112.

Bass, B.M. (1990). An introduction to the theories and models of leadership. Chapter 3 (pp. 37-55) of Bass & Stogdill's handbook of leadership. NY: Free Press. (The ultimate historical reference.)

Hogan, R., Curphy, G.J. & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American Psychologist*, 49, 493-504.

Pfeffer, J. (1977). The ambiguity of leadership. *AMR*, 2, 104-112. (Another critique of the leadership concept, though Pfeffer has since "recanted.")

Culture and Organizational Behavior (Book) – J.B.P. Sinha

Unit VI: Group Processes (6 Hours)

Nature, Formation and Development of Groups; Decision Making in Groups; Work Group and Work Teams; Creating Effective Teams; Group conflict and Negotiation (Processes and Strategies)

Readings:

Guzzo, R.A. & Dickson, M.W. (1996). Teams in organizations: Recent research on performance and effectiveness. Annual Review of Psychology, 47, 307-338.

Kerr, N.L. & Tindale, R.S. (2004). Group performance and decision making. Annual Review of Psychology, 55, 623-655.

Martins, L.L. & Gilson, L.L. (2004). Virtual teams: What do we know and where do we go from here. JOM, 30, 805-835.

Goodman, P.S., Ravlin, E. & Schminke, M. (1987). Understanding groups in organizations. ROB, 9, 121-175.

Robbins, S. P.; Judge, T. A.; Vohra, N. (2012). Organizational Behaviour (14th Edition)

Unit VII: Power and Politics (6 Hours)

Bases and Keys to Power; Power tactics; Political Behavior (Causes and Consequences); Sexual Harassment/Misuse of power; major ethical issues

Readings:

Robbins, S. P.; Judge, T. A.; Vohra, N. (2012). Organizational Behaviour (14th Edition)

Unit VIII: Organizational Design (6 Hours)

Learning organization (Single loop & Double loop learning); Modern organization Designs- Horizontal designs, Contemporary designs, Network designs, virtual organization

Reference- Luthans, F., (2011). Organizational Behaviour: an evidence based approach. 12th edition. MacGraw Hill International

Suggested Reading:

1. Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work-family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology*, 16, 151-169.
2. Baron, R. A. (1994). "The Physical Environment of Work Settings: Effects on Task Performance, Interpersonal Relations, and Job Satisfaction." *Research in Organizational Behavior*: 46p.
3. Robbins, S. P.; Judge, T. A.; Vohra, N. (2012). *Organizational Behaviour (14th Edition)*.
4. Rousseau, D.M. (1997). Organizational behavior in the new organizational era. *Annual Review of Psychology*, 48, 515-546.
5. Scholer, A. A., & Higgins, E. T. (2011). Regulatory focus in a demanding world. In R. Hoyle (Ed.), *Handbook of personality and self-regulation* (pp. 291-314). Malden, MA: Blackwell Publishing.
6. Sonnentag, S., Binnewies, C., & Mojza, E. J. (2008). "Did you have a nice evening?" A day-level study of recovery experiences, sleep, and affect. *Journal of Applied Psychology*, 93, 674-685.
7. Katz, D. & Kahn, R.L. (1966). *The Social Psychology of Organizations*. New York: Wiley.
8. Luthans, F., (2011). Organizational Behaviour: an evidence based approach. 12th edition. MacGraw Hill International.