

**DISCIPLINE SPECIFIC ELECTIVE COURSE DSE-4 GROUP DYNAMICS IN ORGANIZATIONS**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

| Course Title & Code                                       | Credits  | Credit Distribution of the Course |          |                     | Eligibility Criteria                  | Pre-requisite of the Course (if any)                          |
|---|----------|-----------------------------------|----------|---------------------|---------------------------------------|---|
|   |          | Lecture                           | Tutorial | Practical/ Practice |                                       |   |
| <b>DSE- 4<br/>GROUP DYNAMICS<br/>IN<br/>ORGANIZATIONS</b> | <b>4</b> | <b>3</b>                          | <b>1</b> |                     | <b>Class 12<sup>th</sup><br/>Pass</b> | <b>Basic<br/>knowledge of<br/>Introductory<br/>Psychology</b> |

**Learning Objectives**

- Help students understand the principles and dynamics of group interactions in organizations from a psychological perspective.
- Develop an understanding of issues that groups and teams face, including communication, power and politics in workplaces, and conflict.

**Learning Outcomes**

After doing this course the student will be able to:

- Recognize and understand the nature and characteristics of groups and teams within organizations.
- Critically examine the ways in which group dynamics shape organizational outcomes.
- Identify and analyze the dynamics of organizational communication, power and politics, sexual harassment, and conflicts and negotiations in organizations.

**SYLLABUS OF DSE- 4**

**UNIT - I**

**(12 hours)**

Understanding Work Teams: Groups and Teams; Stages of Group Development (Tuckman Model); Characteristics of effective teams; Types of teams; High-Performing Work Teams; Team-effectiveness model; Team-building.

**UNIT - II**

**(12 hours)**

Organizational communication: Functions of communication; Communication model; Direction of communication; Informal communication network; Electronic communication; Barriers to effective communication; Enhancing communication effectiveness.

### **UNIT - III**

**(12 hours)**

Power and Politics in Organizations: Classifications of Power (French & Raven); Power Tactics; Sexual Harassment; Causes and consequences of Political Behavior.

### **UNIT - IV**

**(9 hours)**

Conflict and Negotiation: Nature of conflict in organizations; Conflict process; Negotiation (Process, Bargaining strategies); Conflict management; Indian approach to resolving conflicts.

**Practical Component:** Nil

### **Tutorial Component**

**(15 hours)**

**Suggestive Tutorial Activities** (*This is a suggestive and not an exhaustive list of tutorial activities*)

- Self and other awareness exercises that encourage constructive feedback
- Experiential exercises to enhance team building
- Presentations on contemporary topics to enhance communication skills
- Role plays to practice skills of communication, negotiation, etc.
- Team building and problem-solving exercises to demonstrate various stages of Tuckman's model
- Use of icebreakers for conflict management
- Encourage students to think of real-life power and influence tactics to use, e.g. different teachers in classroom situations, and asking them to reflect on how and why it benefited them or backfired.
- Review of literature, e.g. on power in organizations
- Critical discourse analysis to explore communication of organizations

### **Essential/ Recommended Readings**

Greenberg, J. & Baron, R.A. (2007). *Behaviour in organizations* (10th ed.). Noida: Dorling Kindersley.

Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational behavior: An evidence-based approach*(14<sup>th</sup>edn.). IAP.

Pareek, U. (2010). *Understanding organizational behaviour*. Oxford: Oxford University Press.

Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational behaviour* (18 th ed). Noida: Pearson Education India.

Sinha, J.B.P. (2008). *Culture and organizational behaviour*. New Delhi: SAGE.

### **Suggestive Readings**

Ahuja, K. K., Padhy, P., & Srivastava, G. (2019). MeToo at the workplace: exploring sexual harassment experienced by female employees in private sector organisations in Delhi-NCR. *OPUS: HR Journal*, 10(2), 21-45.

Ahuja, K. K., & Padhy, P. (2021). The Cyber avatar of Sexual Harassment at the workplace: Media Analysis of Reports During COVID-19. *Journal of Psychosexual Health*, 3 (4) 322-331.

Fisher, R., Ury, W., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in* (3rd ed.). New York, NY: Penguin.

French, J. R. P., Jr., & Raven, B. (1959). The bases of social power. In D. Cartwright (ed.), *Studies in social power* (pp. 150–167). University of Michigan.

Levi, D., & Askay, D. A. (2020). *Group dynamics for teams*. Sage Publications.

Thomas, K. W. (1992). Conflict and conflict management: Reflections and update. *Journal of organizational behavior*, 265-274.

Wheeler, M. (2013). *The art of negotiation: How to improvise agreement in a chaotic world*. Simon and Schuster.

Wood, J. D. (1990). New Haven Nighthawks. In J. R. Hackman (Ed.), *Groups that work (and those that don't)* (pp. 265- 279). San Francisco: Jossey-Bass Publishers.

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**