

## IN THE NAME OF GOD

### **OBHE 291 - Organizational Behavior in Higher Education**

Course Description

PhD program

Credit hour: 2

Higher Education Administration Department

Graduate School of Management & Economy

Islamic Azad University, at S. & R. Campus

Instructor: Mohamadkhani, Kamran (PhD)

Contact: [globecampus@gmail.com](mailto:globecampus@gmail.com)

Teacher's office hours: All working days

(By Appointment)

Class meets: Saturday (9:20-11:00)

### **Knowledge Base**

This course will help students to develop a foundation in organizational behavior as it relates to higher education. Studying a variety of approaches to understanding organizations will provide students with different lenses through which to view organizational behavior.

Organizational behavior is one of the most important issues for any employee and employer in any organization. This course outline has been developed after studying the related course curriculum of different referred public and private universities in home and abroad. It has been developed in such a way that will help the students to be equipped with the knowledge of different approaches to the manner and behavior of various players in higher education setting.

### **Subjects for Reading**

#### **1. Introduction**

Higher Education System, Concept of OB, Relations with Higher Education

Administration, Goals of OB, Fundamental Concept of OB, OB models, Challenges and opportunities of OB

#### **2. Fundamentals of Individual Behavior in Higher Education**

2.1. Attitude

2.2. Personality

2.3. Perception

2.4. Learning

#### **3. Motivation in Higher Education**

Contemporary Theories of Motivation: ERG Theory, McClelland's theory of Motivation, Goal-Setting Theory, Job Design Theory: Equity theory, expectancy theory....

#### **4. Decision Making in Higher Education**

Definition, Different Types of Decision Making, Rational, Intuitive, Organized Anarchical,.....

#### **5. Groups and Teams in Higher Education**

Definition, Types, stages of group development, Group structure, Group decision making.

Definition, difference between groups and teams, Hawthorn Study, types of teams, creating effective teams.

#### **6. Communication in Higher Education**

Definition, Role of Communication in Higher Education, Different Types and Implications,.....

#### **7. Leadership in Higher Education**

Concept, behavioral theories, University of Michigan Studies, Fiedler Model, Path Goal Theory, Trust and leadership, Charismatic Leadership, Transformational and transactional leadership, Ethical leadership.

#### **8. Conflict and Negotiation in Higher Education**

Conflict: Concept, Types, Transition in conflict thought,

Negotiation: Bargaining strategies, Negotiation process, Issues in negotiation.

#### **9. Organizational Change and Stress Management in Higher Education**

Forces of Change, Resistance to Change, Overcoming Resistance to Change, Approaches to Managing Organizational Change, Contemporary Change Issues.

Work stress and its management. Understanding stress, its consequences, potential sources of stress, and consequences of stress.

#### **10. Power and Politics in Higher Education**

Definitions, Sources of Power, Implications in Higher Education,.....

#### **11. Organizational Structure in Higher Education**

Concept, Types of Organizational Structure, Organization design and Employee Behavior in Higher Education. Why does structure differ? Organizational design and Implications.

#### **12. Performance Appraisal and Reward Systems in Higher Education**

Definition, Goals of Appraisal and Methods in Higher Education.

#### **13. Organizational Culture in Higher Education**

What it is? What do cultures do? Creating and sustaining culture, how employees, faculties and students learn culture, creating a customer responsive culture...

### **Students' Assignment & Assessment Criteria**

Presentation	15%
Weekly Writing Assignment (Regarding Previous Session Subject)	15%
Class Discussions and Comments	15%
Semester Paper	15%
Final Exam	40%

### **Bibliography and References**

Bolman, L. G. and Deal, T. E. (2003). **Reframing Organizations. Artistry, choice and leadership** (3<sup>rd</sup> ed.). San Francisco: Jossey-Bass.

Hofstede, G. (2001). **Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations.** Thousand Oaks: Sage Publications.

Osland, J.S., Kolb, D.A., and Rubin, I.M. (2001). **Organizational behavior: An experiential approach**, 7<sup>th</sup> Edition. New York: Prentice Hall.

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 مبانی رفتار سازمانی، رابینز، استقن، ترجمه پارسائیان- اعرابی، تهران، دفتر پژوهشهای فرهنگی، چاپ سی و یکم  
 دانشگاه ها چگونه کار می کنند؟، بیرن باوم، رابرت، ترجمه آراسته، حمید رضا، تهران، موسسه پژوهش و برنامه ریزی  
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