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
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,

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.

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**


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