

Organizational Behaviour – OB-105

1. Course Overview

This course provides a comprehensive exploration of Organizational Behavior. OB offers valuable insights into the human aspects of organizations. Through rigorous examination of key concepts, the course equips learners with the necessary knowledge and practical skills to effectively navigate the human dimension within companies. The curriculum examines how individuals, groups, and organizational structures interact, ultimately impacting performance and achieving success.

The curriculum delves into several key areas. First, it analyzes the impact of perception, personality, and motivation on employee behavior. Second, it examines group dynamics, teamwork strategies, and effective leadership styles. Third, the course analyzes power dynamics, political behavior, and ethical considerations in organizations. Finally, it explores the influence of organizational culture on employee behavior and change management.

By the end of this course, learners will be able to apply OB theories to analyze real-world workplace scenarios. They will develop strategies for motivating and engaging employees, fostering effective teamwork and collaboration within groups. Learners will also gain the ability to identify and navigate organizational politics ethically, understanding the impact of culture on change initiatives and implementing change effectively. This comprehensive approach equips learners with the necessary skills to become effective leaders and managers, fostering a successful and productive work environment.

The course is divided into five modules, each combining lectures, discussions, and practical activities.

2. Programme Outcomes (PGDM)

PO 1: Domain Knowledge (Domain specific overview and knowledge)

- Understand the foundational concepts, history, and relevance of Organizational Behavior.
- Comprehend the contributions of various disciplines to OB and the impact of emerging trends on organizational behavior.
- Acquire knowledge of perception, learning, personality, motivation, attitudes, job satisfaction, stress management, group dynamics, teams, leadership, power, politics, conflict management, organizational culture, change management, and ethics in organizations.

PO 2: Critical Thinking and Problem Solving Skills

- Apply OB theories and concepts to analyze and solve organizational problems related to perception, learning, motivation, leadership, teams, conflict, and change.
- Evaluate the effectiveness of organizational practices in areas like motivation, leadership, team building, and change management.
- Develop practical solutions to organizational challenges by integrating knowledge from different OB areas.

PO 3: Communication Skills

- Effectively communicate OB concepts, theories, and findings through written and oral presentations.
- Demonstrate active listening and interpersonal communication skills in group discussions and presentations.
- Develop persuasive communication skills through case studies, presentations, and role-plays.

PO 4: Team Skills

- Collaborate effectively in teams to analyze organizational issues and develop solutions.

- Demonstrate leadership and followership skills in team-based activities and projects.
- Apply knowledge of group dynamics to enhance team performance and cohesiveness.

PO 5: International Perspective

- Analyze the impact of globalization and cultural diversity on organizational behavior.
- Develop cross-cultural awareness and sensitivity through case studies and discussions.
- Understand the challenges and opportunities of managing a global workforce.

PO 6: Sustainability Perspective

- Evaluate the impact of organizational practices on the business environment and society.
- Understand the importance of ethical decision-making in organizations.
- Develop strategies for implementing sustainable organizational practices.

3. Course Learning Outcomes

CLO 1 (Module I): Define and explain the significance of Organizational Behavior for managers.

CLO 2 (Module II): Analyze the impact of personality and motivation on employee behavior.

CLO 3 (Module III): Explain how group dynamics and leadership styles influence team performance.

CLO 4 (Module IV): Identify sources of power and navigate organizational politics ethically. Apply conflict management techniques to resolve workplace disputes.

CLO 6 (Module V): Analyze the impact of organizational culture on employee behavior and change initiatives. Develop strategies for implementing ethical change within organizations.

POSTGRADUATE DIPLOMA IN MANAGEMENT

Trimester 1

Course Structure and Syllabus Organizational Behaviour – OB-105

Theoretical classroom hours - 30

Practical contact hours – 10

Total contact hours – 40

Module I

6 hrs

Foundations of OB: Definition and history of OB, Model, levels and characteristics of OB, relevance to managers.

Practical component: Conduct a historical analysis of a local organization, identifying key OB concepts that have shaped its evolution.

Contributing Disciplines: Contributions of psychology, sociology, anthropology, and other disciplines to the understanding of organizational behavior

Practical component: Create a comparative study of how different disciplines (psychology, sociology, anthropology) approach organizational behavior issues in a specific organizational context.

Emerging Trends in OB: impact of artificial intelligence, remote work, globalization, and other emerging trends on human behavior in organizations

Practical component: Develop a case study analyzing the impact of a specific emerging trend (e.g., AI, remote work) on employee behavior and organizational performance in a chosen company.

Perception and Learning: Definition of Perception, Process, Perceptual errors, Importance of understanding perception for managers. Learning - concept and theories.

Practical component: Design a training workshop to enhance employees' perceptual accuracy and reduce perceptual biases within the organization.

Module II

6 hrs

Personality Theories & Traits: Concept, nature and determinants of Personality, Major personality theories (Big Five, MBTI, Types A & B), practical applications of Personality in organizations.

Practical component: Conduct personality assessments (using tools like MBTI, Big Five) on a group of employees. Analyze the results to identify personality-job fit. Develop recommendations for improving person-job matching in the organization.

Motivation Theories: Concept, process, Content and Process theories and their implications for employee motivation, engagement, and performance.

Practical component: Conduct a motivation audit within a department. Use surveys, interviews, and observations to assess employees' motivation levels. Identify key motivators and demotivators. Develop a motivation enhancement plan based on the findings.

Attitude and Job Satisfaction: Attitudes – components, features, Attitude formation, attitude measurement, relevance in management, Job Satisfaction, Job involvement, Organizational Commitment.

Practical component: Develop and administer a survey to measure employees' attitudes towards various organizational aspects (e.g., job, company, leadership). Correlate attitude scores with employee behavior (e.g., turnover, absenteeism, performance). Analyze the relationship between attitudes and behavior.

Stress Management: Stress – concept, causes and consequences of workplace stress, individual and organizational stress management.



Practical component: Organize a stress management workshop for employees. Cover stress management techniques such as time management, relaxation exercises, and mindfulness. Evaluate the workshop's effectiveness through pre and post-workshop stress assessments.

Module III

6 hrs

Group Dynamics: Concept of Group and Group Dynamics, Cohesiveness, stages of group development, Group decision-making.

Practical component: Conduct a group case study analysis, where students observe a real-world group (e.g., a club, sports team) and apply group dynamics concepts to explain the group's behavior, challenges, and successes.

Teams: Concept, types, team building activities, techniques for creating high-performing teams and effective communication in teams

Practical component: Form student teams to work on a collaborative project. The project should involve team-building exercises, role clarification, and the application of high-performance team strategies.

Leadership: Concept and characteristics of leadership, leadership theories, and identifying effective leadership styles for different situations.

Practical component: Conduct a leadership simulation exercise where students take on leadership roles in different scenarios and apply leadership theories to address challenges.

Module IV

6 hrs

Power in Organizations Concept, sources of power, significance in organizations

Practical component: Conduct a power mapping exercise within a specific organizational context (e.g., student club, department).

Political Behavior: Concept, political tactics used in organizations, strategies for navigating organizational politics ethically, Organizational citizenship behaviour.

Practical component: Develop a case study analysis of political behavior in an organization and propose ethical strategies for managing political situations.

Conflict Styles & Management Techniques: Concept, causes, conflict management, conflict resolution styles, techniques for conflict resolution and negotiation.

Practical component: Facilitate a role-playing simulation of a conflict situation and apply different conflict resolution strategies to find a mutually beneficial solution.

Module V

6 hrs

Organizational Culture: Definition and features of organizational culture, dimensions of culture, impact on employee behavior, performance, and innovation

Practical component: Conduct a cultural audit of a chosen organization. This involves collecting data through surveys, interviews, and observations to assess the organization's values, norms, artifacts, and their impact on employee attitudes and behaviors.

Managing Organizational Change: Understanding factors, types and resistance to change, different models of organizational change, Change Agent and strategies for implementing successful change initiatives

Practical component: Develop a change management plan for a specific organizational change initiative. This includes identifying change agents, analyzing resistance to change, selecting an appropriate change model, and developing communication and implementation strategies.

Ethics in Organizations: Concept, frameworks for ethical decision-making in organizations and analyzing challenges and opportunities for ethical behavior

Practical component: Analyze an ethical dilemma faced by an organization. Students should identify the ethical issues involved, apply ethical frameworks to evaluate different courses of action, and propose recommendations for ethical decision-making.

Practical Components: Case Studies, Live Projects, Assignments and Workshops.

Reference books:

1. Organizational Behaviour, Stephen P. Robbins, Timothy A. Judge
2. Organizational Behaviour, Ashwathappa, K
3. Organizational Behaviour and Work, Fiona M. Wilson
4. Essentials of organizational Behaviour, Stephen P. Robbins, timothy A. Judge
5. Organizational Behaviour, Chandan, J.S. Vikas
6. Organizational Behaviour, Prasad L.M.

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