

20MCA164	ORGANIZATIONAL BEHAVIOUR	CATEGORY	L	T	P	CREDIT
		ELECTIVE	3	1	0	4

**Preamble:** This course is designed primarily for students who are being exposed to Organizational Behaviour for the first time. Primary aim of this course is to help students to understand the organizational culture and its dynamics and to acquire skills to take rational decisions in groups or organizations.

**Prerequisite:** Nil

**Course Outcomes:** After the completion of the course the student will be able to

CO 1	Identify managers' challenges and opportunities in applying OB concepts.
CO 2	Analyse various characteristics of individual behaviour and its impact on organizational performance.
CO 3	Acquire knowledge about the complexities associated with management of individual behaviour in the organization.
CO 4	Understand group behaviour and develop inter-personal skills and group dynamics.
CO 5	Understand organizational structures and analyze the behavioral implications of different organizational designs.

**Mapping of course outcomes with program outcomes**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	2	2	1			2		2	2		1	1
CO 2	2	2				1	2	3	3		3	1
CO 3	2	2				1	2	3	3		3	1
CO 4	2	2				1		3	3		3	
CO 5	2	2	1			2		2	2		1	



## Assessment Pattern

Bloom's Category	Continuous Assessment Tests		End Semester Examination
	1	2	
Remember(K1)	30%	30%	30%
Understand(K2)	30%	30%	30%
Apply(K3)			
Analyse(K4)	30%	30%	30%
Evaluate(K5)	10%	10%	10%
Create(K6)			

## Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

## Continuous Internal Evaluation Pattern:

Attendance	: 8 marks
Continuous Assessment Test (2 numbers)	: 20 marks
Assignment/Seminar/Course project	: 12 marks

**End Semester Examination Pattern:** There will be two parts; Part A and Part B. Part A contains 10 compulsory short answer questions, 2 from each module. Each question carries 3 marks. Part B contains 2 questions from each module of which student should answer any one. Each question can have maximum 2 sub-divisions and carry 6 marks

## Course Level Assessment Questions

### Course Outcome 1 (CO1):

1. Describe the importance of inter-personal skills in the workplace.
2. Analyse the challenges and opportunities for managers in using OB concepts.
3. "The workplace discriminations undermine organisational performance", Justify.

### Course Outcome 2 (CO2):

1. Identify the major job attitude and job satisfaction parameters.
2. How to apply concepts about emotions and moods to specific OB issues.
3. Differentiate between person fit for job and person fit for organisation.



**Course Outcome 3(CO3):**

1. What is learning and what are the theories of learning?
2. How do individual differences and organisational constraints influence decision making?
3. Identify how employee involvement measures motivate employees.

**Course Outcome 4 (CO4):**

1. Differentiate group and team.
2. Relate the contemporary theories of leadership to earlier foundational theories.
3. What are three types of conflicts and the three loci of conflict?

**Course Outcome 5 (CO5):**

1. What are the functional and dysfunctional effects of organisational culture?
2. What are your suggestions to overcome resistance to change in an organization?
3. Identify the potential environmental, organisational and personal sources of stress at work.

**Model Question paper**

Reg No.: _____		Name: _____			
<b>APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY</b> <b>FIRST SEMESTER M.C.A.DEGREE EXAMINATION, MODEL QUESTION PAPER</b>					
<b>20MCA164 – Organisational Behaviour</b>					
Max. Marks: 60		Duration: 3 Hours			
<b>PART A</b>					
<i>Answer all questions, each carries 3 marks.</i>					Marks
1	Define organisational behaviour. What is the objective of learning this subject in this programme?				3



2	What is workforce diversity? How to manage diversity?	3
3	State and explain the foundations of individual behaviour.	3
4	Differentiate 'Classical conditioning' and 'Operant conditioning' behavioural theories.	3
5	Describe how an understanding of attitudes is useful for the study of organisational behaviour.	3
6	What is job design? Describe different approaches to job design.	3
7	What is a team? Can groups become team? Defend your answer.	3
8	What is the difference between transformational leadership, transactional leadership and charismatic leadership?	3
9	What is creativity? How creativity can be enhanced in organisations?	3
10	What is Organisational Development? Why is it undertaken by organisations?	3
<b>PART B</b>		
<i>Answer any one question from each module. Each question carries 6 marks.</i>		
<b>Module I</b>		
11	State your views on the following statement: "People influence organizations and organizations influence people".	6
<b>OR</b>		
12	Why have career management and talent management become important these days? Justify your points.	6
<b>Module II</b>		
13	What is personality? What are its determinants? As per your opinion, which of them are more important in shaping personality.	6
<b>OR</b>		
14	From your own experience, provide three examples of perceptual errors. Discuss the outcomes of each instance.	6



<i>Module III</i>		
15	Compare and contrast Maslow's need hierarchy theory with Herzberg's two-factor theory of motivation.	6
<i>OR</i>		
16	What is the relationship between stress and personality? What aspects of personality might tend to increase or decrease stress?	6
<i>Module IV</i>		
17	Why groupthink is to be avoided? How might a manager attempt to ensure that groupthink does not occur in his / her group?	6
<i>OR</i>		
18	What are the potential problems with upward and downward communications? How can managers alleviate these problems?	6
<i>Module V</i>		
19	What are the obstacles to change organisational culture? How can change be brought about?	6
<i>OR</i>		
20	What are the forces leading to change in organisations? Using Lewin's theory justify why the change is resisted.	6
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## Syllabus

### Module 1

**Nature of Organisational Behaviour:** What are Organisations? – Why do Organisations Exist? – Nature of Organisational Behaviour – Foundations of OB – Contemporary OB – Scope of Organisational Behaviour – Contextual Perspectives of OB – Evolution of OB – OB Model

**Management and Managers:** Functions of Management – Manager's Roles – Types of Managers – Evolution of Management Theory – Contemporary Trends in Management Thinking

**Challenges in OB:** Managing Inclusivity / Diversity – Career Management – Talent Management – Globalisation



## Module 2

**Foundations of Individual Behaviour:** Personal Factors – Environmental Factors – Organisational Systems and Resources – Models of Individual Behaviour

**Intelligence:** Nature of Intelligence – Types of Intelligence – Model, Theories, Measurement of Intelligence – Factors Influencing Intelligence

**Personality:** Nature of Personality – The Shaping of Personality – Determinants of Personality – Personality Structure – OB Related Personality Traits

**Perception and Attribution:** Perception: Meaning and Definition – Factors Influencing Perception – Perceptual Process – Perception and OB

**Learning:** Explicit and Tacit Knowledge – How Learning Occurs? – Principles of Learning – Learning and OB

## Module 3

**Attitudes and Values:** Nature of Attitudes – Components of Attitudes – Formation of Attitudes – Functions of Attitudes – Changing Attitudes – Work-related Attitudes – Values

**Motivation:** Nature of Motivation – Importance of Motivation – Motivational Challenges – Theories on Motivation

**Applied Motivational Practices:** Rewards – Job Design – Behaviour Modification – Empowerment – Problem Employees – Quality of Work Life – Employee Engagement

**Work Stress:** Work Stress Model – Burnout – Stress Management – Stress and Performance

## Module 4

**Group Dynamics:** Nature of Groups – Types of Groups – Group Development – Usefulness & Pitfalls of Groups – Determinants of Group Behaviour – Group Structuring – Group Decision Making

**Team Dynamics:** Teams vs. Groups – Benefits from Teams – Types of Teams – Implementing Teams in Organisations – Team Properties – Effective Teamwork

**Workplace Behaviour:** Nature of Conflict – Changing Views of Conflict – Functional and Dysfunctional Conflict – The Process of Conflict – Levels of Conflict – Conflict Resolution – Conflict Management Styles - Managerial Implications – Negotiation and Conflict Resolution

**Leadership:** Nature of Leadership – Leadership and Management – Importance of Leadership – Formal and Informal Leadership – Leadership Styles and Their Implications – Theories of Leadership – Contemporary Issues on Leadership – Leadership Development

**Communication:** Interpersonal Communication – Organisational Communication – Communication Networks – Communication Roles – Informal Communication – Communication Media – Information Technologies – Managerial Implications



## Module 5

**Organisations:** Nature of Organisations – Organisational Structure – Key Factors of Organisational Structure – Types of Organisational Structures – Organisations for Future – Informal Organisations – Managerial Implications

**Organisational Culture:** Cultural Dimensions – How is Culture Created? – Sustaining Culture – Effects of Culture – Changing Organisational Culture – Creativity in Organisations – Innovation in Organisations

**Organisational Change and Development:** Nature of Change – Levels of Change – Types of Change – Forces for Change in Organisations – Resistance to Change – Force Field Theory of Change - The Change Process – Organisational Development – Managerial Implications

### Text Books

1. K Aswathappa, ***Organizational Behaviour***, Himalaya Publishing House, 2018.
2. Robbins, Stephen, Timothy, A & Sanghi, S. “***Organizational Behavior***”, 13th Edn, Pearson Education. 2009.

### Reference Books

1. Mc Shane & Von Glinow, “***Organizational Behavior***”, Mc Graw Hill Publications, New Delhi, 2008
2. ***Understanding Organizational Behaviour*** by Udai Pareek, Oxford University Press (Third Edition)
3. ***Behaviour in Organizations*** by Jerald Greenberg and Robert A. Baron, PHI learning private Ltd, New Delhi (Ninth Edition).
4. Laurie J. Mullins, ***Management and Organisational Behaviour***, Oxford Publishers, New Delhi, 2007.
5. ***ORGB*** by Nelson, Quick and Khandelwal, Cengage Learning New Delhi (second edition).





## Course Contents and Lecture Schedule

Topic	No. of lectures (49 Hrs)
<b>Module 1</b>	<b>9 Hrs</b>
Nature of Organisational Behaviour	3
Management and Managers	3
Challenges in OB	3
<b>Module 2</b>	<b>10 Hrs</b>
Foundations of Individual Behaviour	2
Intelligence	2
Personality	2
Perception and Attribution	2
Learning	2
<b>Module 3</b>	<b>9 Hrs</b>
Attitudes and Values	2
Motivation	2
Applied Motivational Practices	3
Work Stress	2
<b>Module 4</b>	<b>12 Hrs</b>
Group Dynamics	2
Team Dynamics	2
Workplace Behaviour	3
Leadership	3
Communication	2
<b>Module 5</b>	<b>9 Hrs</b>
Organisations	3
Organisational Culture	3
Organisational Change and Development	3

