



Sub Committee for Curriculum Development **Human Resource Management Specialization**

Course Name: _ Organizational Behaviour HR U1

Course Code: T2263

(UG/PG): _U.G_____

Number of Credits: __4

Level:3

Learning Objective(s):

1. To describe how behavior affects the organizational performance and effectiveness.
1. To identify the factors affecting individual behavior at work place.
2. To demonstrate the importance of team dynamics in organizations.
3. To appreciate the differences in organizational cultural values.
4. To distinguish between the characteristics of managers and leaders.
5. To understand and apply the knowledge of individual differences at workplace.

Pedagogy:

1. Lecture
2. Discussion
3. Case let
4. Experiential exercises

Pre-learning: Nil

No.	Topic	Hours
I	Introduction to Organizational Behavior The Meaning, Goals of Organizational Behavior, Fundamental concepts in Organizational Behavior , Historical background of Organizational Behavior Models of Organizational Behavior (Autocratic, Custodial, Collegial, Supportive, Systems)	05
II	Individual differences at work place Biographical Characteristics Age, Gender, Marital Status, Tenure Ability- Intellectual Ability, Physical Ability, The Ability- Job Fit Attitudes Definitions, Types, Cognitive Dissonance Theory, Values- Definition, Types, Values across Culture-Hofstede and Globe value survey Personality- Meaning, The Big Five Personality Traits, Major Personality attributes influencing OB, Achieving Personality –job Fit	15
III	Foundations of Group Behaviour Group Dynamics and teams in modern workplace Defining and classifying groups, The dynamics of groups in organizations –group role, norms, structure and cohesiveness, Theories of group development-five stage model and punctuated equilibrium model, The nature and types of teams Creating effective teams Dysfunctions of groups and teams Motivating teams Definition, Early Theories of Motivation (Maslow’s Hierarchy of needs, Theory X, Y, Herzberg’s Two Factor theory) Contemporary Theories- Equity, Vroom’s Expectancy Model , Porter and Lawler Expectancy theory Motivation: Application of the concepts in Organizations -Management by Objectives -Employee Recognition Programs -Variable Pay Programs,-Skill-Based Pay Plans,Flexible Benefits	15
IV	Organizational culture and role of Leadership Definition, types, layers , functions of organizational behavior How culture is embedded in organizations The organization socialization process- three phase model Leading people Definition, difference between leaders and managers, leadership styles Theories of leadership-Trait theories, Behavioural theories, Hershey Blanchard’s Situational leadership theory, Fiedler’s contingency approach, path goal theory Modern concepts of leadership- charismatic leadership, Transactional vs transformational leadership, level five leadership	20
	Team Assignment	05

Course Outline

Books Recommended

1. Aswathappa.K (2012) Organizational behavior: Text, Cases and Games.10thed Himalaya Publishing House
2. Parikh.M and Gupta.R(2010) Organizational Behaviour. New Delhi: Tata McGraw Hill
3. Robbins, S.(1991) OrganisationalBehaviour: Concepts, Controversies and Applications. 13th ed. New Jersey: Prentice Hall
4. Robbins, S. P., & Judge, T. A. (2008). *Essentials of organizational behavior* (9th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
5. Kinicki, A. & Kreitner, R. (2006) Organizational Behavior: key concepts, skills, & best practices. 2nd edition. McGraw Hill.
6. Luthans, F. (2005) Organisational Behaviour. 10thed. McGraw Hill
7. Newstrom, J. & Davis, K.(1989) Organizational behavior: readings and exercises. 8 th ed. New York: McGraw Hill.
8. Udai Pareek, (2004)“Understanding Organisational Behaviour”, 1sted, Oxford University Press,

Suggested Evaluation Methods:

Class Test, Caselet, Assignment, Presentation

Parallel/Similar courses the existing curriculum:

S.No.	Name of the course	Institute where it was offered
S.No.	Name of the course	Institute where it was offered
1.	Organizational Behaviour	SIBM,Pune and Bangalore, SCMHRD,SIIB,SIMS,SCMS,Pune,SCMS,Noida,SIHS
		Nanyang Technological University –UG programme in Management
2	Organizational Behaviour	Harvard Business School
3	Organizational Behaviour	University of Western Australia

Name of Member	Dr Deepa Tanksale	Dr Netra Neelam	Dr Asha Nagendra		
Designation	Associate Professor	Assistant Professor	Internal Expert		
Org. / Inst.	SCMS,Pune	SCMS,Pune	SIMS,Pune		

Name of the Expert:

Signature:

Date:

Other members

SNo	Name	Institution	Signature
1	Dr.AshaNagendra	SIMS	
2	Dr. Shubhasheesh Bhattacharya	SIIB	
3	Dr. DeepaTanksale	SCMS Pune	
4	Dr. Ajith Kumar V.V	SIBM - Bangalore	
5	Prof. Lavina Sharma	SIBM- Pune	
6	Prof. Priya Gupta	SCMHRD- Pune	
7	Prof. AnjuChawla	SCMS – Noida	

