

<p align="center">Name of the Program: BBA</p> <p align="center">Course Code: BBA 3.2</p> <p align="center">Name of the Course: ORGANIZATIONAL BEHAVIOUR</p>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorials, Role Plays and Case study method.		
<p>Course Outcomes: On successful completion of the course, the Students will:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the role of OB in business organization. • Demonstrate an ability to understand individual and group behavior in an organization. • Be able to explain the effectiveness of organizational change and development of organisation. • Demonstrate an understanding of the process of organizational development and OD Interventions. 		
Syllabus:		Hours
Module No. 1: Organizational Behaviour and Foundations Of Individual Behaviour		16
<p>Organization Behaviour– Meaning, Definition of OB, Importance of OB, Foundations of OB. Individual behaviour - Personal Factors, Environmental Factors, organization systems and resources. Personality-Meaning, Determinants and Traits of Personality. Perception- Meaning, Factors influencing perception, Perceptual Process, Perceptual Errors.</p>		
Module No. 2: Group and Team Dynamics		10
<p>Group Dynamics-Meaning, Types of Group, Development of Groups- Stages of Group Development, Determinants of Group Behaviour.</p> <p>Team Dynamics- Meaning, Types of Teams: Conflict-sources of conflict and ways of resolving conflict.</p>		
Module No. 3: Change Management		8
Introduction to Change Management: Meaning of Change, Importance and Nature of Planned Change, Factors Influencing Change - Resistance to Change, Overcoming Resistance to Change.		
Module No. 4: Organizational Development		12
<p>Organizational Development: Meaning and Nature of Organizational Development (OD), Process of Organizational Development: Overview of Entering and Contracting, Diagnosing: Meaning of Diagnosing, Comprehensive Model for Diagnosing Organizational Systems (Organizational Level, Group Level and Individual Level).</p>		

Module No. 5: OD Interventions**10**

Designing Effective OD Interventions: How to Design Effective Interventions, Overview of OD interventions - Human Process Interventions, Techno Structural Interventions, HRM Interventions and Strategic Change Interventions, Conditions for optimal success of OD.

Skill Developments Activities:

- Two cases on the above syllabus should be analyzed and record in the skill development
- Draw Blake and Mouton managerial grid
- List the Personality Traits of Successful Business Leaders.

SAMPLE CASES FOR REFERENCE:**Module 1**

For business continuity, during Covid-19, XYZ organisation has encouraged the employees to Work From Home (WFH). But Post lock down, when the employees are called back to office, they resisted. Majority of the employees are preferring WFH. Few employees have resigned the job too.

If you are the manager of XYZ, can you justify the employee behaviour? Draw up a list of all the strategies you incorporate in bringing employees back to office

Module 2

You are heading a global team, which consist of employees from various culture and background. The diversity and lack of inclusion is negatively impacting the functioning of this heterogenous team. Dysfunctional conflict is common among the members.

Chart a plan of action to resolve the conflict within the global team. Suggest remedies for a long-term solution

Module 3

The ABC Bank is planning to introduce Finacle digital banking platform for competitive advantage. Majority of the employees have more than 15 years work experience in the bank. They do not want to change from their comfort zone.

As a manager, design the methods of overcoming employee resistance to change in order to achieve the objectives of ABC Bank in the best possible manner.

Module 4

Owing to the rapid expansion, the XYZ start-up's transition from a "one-man show" to a 'professionally run" set-up was initiated. The aim was to develop the strengths of each member of the team and to channel them towards autonomous decision making. Chart

the steps in the OD process that can be followed by XYZ firm. Identify the four target of change - Human Resources, Functional Resources, Technological Capabilities and Organizational Capabilities.

Module 5

Employee retention is a critical issue in your E-Commerce organisation. The talented employees are moving to competitive firms. Chart an organizational development intervention plan to maximize effectiveness and minimize organizational strain.

Text Books:

1. Fred Luthans, Organizational Behaviour. McGraw Hill
2. Robbins, Organizational Behaviour, International Book House.
3. John W. Newstrom and Kieth Davis, Organizational Behaviour, McGraw Hill.
4. K. Aswathappa, Organizational Behaviour, HPH.
5. Appanniah and, Management and Behavioural Process, HPH
6. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
7. Rekha and Vibha – Organizational Behavioural, VBH.
8. P.G. Aquinas Organizational Behaviour, Excel Books.
9. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour

Note: Latest edition of text books may be used.