

HRES 7002	Organisational Behaviour	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure	Basic knowledge of general Management				
Co-requisites					

Course Objectives

1. To help the students to develop cognizance of the importance of human behaviour in framing human resource policies.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To provide the students to analyse specific strategic human resources demands for future action.
4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Course Outcomes

On completion of this course, the students will be able to

CO1: Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.

CO2: Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.

CO3: Analyze the complexities associated with management of the group behavior in the organization.

CO4: demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.

Catalog Description

The main objective of Organisational Behavior course is to help the students to acquire and develop skill to take rational decisions in the process of H. R. Planning. People have always been regarded as important in managing organizations.

Human aspects are critical in each functional aspects of management and equally so for the effective utilization of resources. In view of this, organizational behaviour has assumed great

importance. This course is designed primarily for students who are being exposed to human resource management for the first time.

This course covers the explanations about the human behavior in the organizational context. It details the impact of individual, group and organizational factors on human behavior. The course also focuses on understanding of identification of critical issues and framing of strategies and scenarios required to select and develop human resources.

Classroom activities involving lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved and absorb & assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, analysis of video cases and debates.

Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content

Unit I: 6 lecture hours

Meaning, Fundamental concepts, Definition, Approaches to OB, Characteristics and limitations of OB, Challenges and Opportunities of OB, Models of OB.

Unit II: 6 lecture hours

Personality: Definition, Features, Big five model, MBTI, Johari Window, Managerial Implications of Personality.

Perceptions and Attributions: Definition, Features, factors affecting perception, Process. Attribution, perceptual and attribution errors, Managerial Implications of Perception.

Unit III: 6 lecture hours

Learning: Definition, Features, Classical and operant conditioning, social learning theory, Behavioral modification.

Attitude: Definition, Features, ABC model of Attitude, Managerial Implications of Attitude.

Unit IV: 6 lecture hours

Motivation: Concept, Definition, Features, Types of Motivation, Process, Managerial Implications of Motivation.

Leadership: Concept, Definition, Leadership Styles, Transactional and Transformational Leadership, Leadership development.

Unit V: 6 lecture hours

Groups and Teams: Definition, Features, Group development stages, Group vs. Teams, Managing and developing effective teams.

Conflict Management: Definition, Features, Types of Conflict, Conflict Resolution Strategies, Relationship between Conflict and Performance.

Unit VI: 6 lecture hours

Organizational Culture: Elements and dimensions of organizational culture, Importance of organizational culture in shaping the behavior of people.

Organizational Change: Understanding the issues and managing change, Approaches to organizational change.

Text Books

Text Books

1. Robbins, S.P., Judge, Sanghi, S.(2009); Organizational Behaviour
2. Fred Luthans.(2010); Organizational behaviour, McGraw Hill international edition

Reference Books

1. Human behavior at work, John W. Newstrom & Keith Davis, TMH
2. ORGB, Debra Nelson & James Campbell Quick, Cengage Learning.
3. Organizational Behaviour: A Strategic Approach, Hitt, Miller, & Colella, Wiley India
4. Organizational Behaviour, McShane, Glinow, & Sharma, R.R, TMH

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz	Assignment	Presentation/ Extempore	ESE
Weightage (%)	10	20	20	50

ASSESSMENT TOOLS:

CO 1	CO2	CO3	CO4
Discussion Assignment Case let Analysis	Discussion Assignment Case Analysis	Case Analysis Video Analysis Presentation	Case Analysis Video Analysis Presentation

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	COURSE OUTCOMES (COs)	POs
CO 1	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization	PO 1,2, 3,4,7,8,9,10, 11,13, 14
CO 2	Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.	PO 1,2, 3, 7,8,9,10, 11,14
CO 3	Analyze the complexities associated with management of the group behavior in the organization.	PO 1,2, 3, 8,9,10, 11, 13,14
CO 4	demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization	PO 4,5, 8,12,13, 14

Program Outcome / Course Outcome mapping


Course Outcomes	CO 1	CO 2	CO 3	CO 4
PO 1	3	3	3	2
PO 2	3	3	3	2
PO 3	3	3	3	2

PO 4	3	1	1	3
PO 5	2	2	1	3
PO 6	1	1	1	1
PO 7	3	3	1	2
PO 8	3	3	3	3
PSO 9	3	3	3	1
PSO 10	3	3	3	2
PSO 11	3	3	3	2
PSO 12	1	1	1	3
PSO 13	3	1	3	3
PSO 14	3	3	3	3

Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 9	PSO 10	PSO 11	PS12	PSO 13	PSO 14
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		Students will be able to develop and evaluate alternate managerial decisions and identify optimal solutions	Students will demonstrate effective application capabilities of their conceptual understanding to the real world business situations	Students will be able to exhibit effective decision making skills, employing analytical and critical thinking ability	Students will demonstrate effective oral and written communication skills in the professional context	Students will be able to work effectively in teams and demonstrate team building capabilities	Students will exhibit leadership and networking skills while handling business situations	Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business	Students will demonstrate employability traits in line with the changing dynamics of the industry	Students will demonstrate strong conceptual knowledge in the functional area of management as well as LSCM domain	Students will demonstrate effective understanding of relevant functional areas of management and their application in LSCM	Students will demonstrate analytical skills in identification and resolution of business problems pertaining to LSCM & general management	Students will exhibit the ability to integrate functional areas of management with domain perspective for the purpose of planning, implementation & control of LSCM	Students will have global perspective towards business situations in the area of LSCM	Students will exhibit deployable skills pertinent to the LSCM sector

- 1 – Weakly mapped
2 – Moderately mapped
3 – Strongly mapped

Model Question Paper

Name: Enrolment No:			
Course: HRES 7002 – Organizational Behavior Programme: MBA Gen Time: 03 hrs.			
Semester: I (ODD-2017-18) Max. Marks: 100			
Instructions: Attempt all questions from Section A (each carrying 5 marks); any Two Questions from Section B (each carrying 10 marks). Section C is Compulsory (carrying 60 marks).			
Section A (attempt any two)			
1.	Define Motivation. What are the different types of motivation?	[5]	CO3
2.	Enlist the various approaches of Organization Behaviour and explain them briefly.	[5]	CO1
3.	Define Perception. Draw the perception process.	[5]	CO2
4.	Define Dominant Organizational Culture with the help of an example.	[5]	CO4
SECTION B (Attempt any Two Questions)			
4.	Q1 Why we study OB explain in the light of “Locus of Control” . Identify the type of ‘Locus of Control’ in the below examples. State reason for your choice. <u>Case 1:</u> The newly appointed C.E.O of Vishakapatnam Steel Plant of Authority of India Limited (SAIL) believed that his traits could turn around the sick plant. <u>Case 2:</u> The C.E.O of Hindustan Cables Ltd. believes that the financial assistance from the Govt. of India could turn around the sick company in 2001.	[10]	CO1 CO2

5.	<p>Q2 Enlist Group Development Stages. Identify the group development stage in the below example write reason for your choice and explain the identified stage in reference to example.</p> <p>Case 1: Mr. Prakash joined the finance department of TELCO in 2009. The Chief Finance Manager asked him to work with the other three Assistant Finance Manager of the department. The other Assistant Finance Managers imposed various limitations on the work activities and interests of Mr. Prakash. This stage created a conflict between Mr. Prakash and others for two months .There were confusions and confrontations. Later Mr. Prakash was made clear that Mr Chandra one of the Assistant Finance Manager supervises the work of all the Assistant Finance Managers. (5 marks)</p> <p>Case 2: All the Assistant Finance Managers of TELCO after developing close relations among themselves diverted all their energies towards achieving high performance and group goals by forgetting their egos and personal differences. This group achieved the targets with regard to the lowest ratio of debtors to sales. (5 marks)</p>	[10]	CO3
6.	<p>Attempt any one question:</p> <ol style="list-style-type: none"> 1. Differentiate between the various models of Organization Behaviour as propounded by Keith Davis. 2. Explain ABC model of attitude with an example. 3. Explain transactional and transformation leadership with an example. 2. Define organizational Culture and explain its process. 	[10]	CO1 CO2 CO3 CO4
SECTION C is Compulsory			
	<p>Background: Rajesh is a supervisor in a commercial tool room in the machining section of Priyanka Industries Ltd. for the past seven years. He is a diploma holder in Mechanical Engg., joined as an apprentice trainee and has grown to be a supervisor. During all these years in the company, he had no occasion to attend any supervisory development programme and his concentration has been only on the technical aspects of his job. The present works manager has seen Rajesh grow from apprentice to supervisor and yet to reconcile with the change of responsibilities and designation of Rajesh.</p> <p>Case Situation: On a particular day Rajesh had prepared schedule for the day for all the machines and on the jig-boring machine, the top priority was for a job from HAL. When Rajesh came for his round, he was surprised to see that the operator had loaded some other job then the job from HAL on the jig-boring machine. At this Rajesh was annoyed and the following conversation took place:</p> <p>Supervisor to Operator: Please take up this HAL job immediately. It is a</p>		

	<p>top priority.</p> <p>Operator: <i>Work Manager (WM) has given me another job. Only after finishing this, I can take up HAL job.</i></p> <p>Supervisor: I do not want to hear all that. WM has told me that anything else has to be stopped and the HAL job has to be taken up first.</p> <p>Operator: <i>Agreed--- when you say a job is urgent I always take it up immediately. But, what have you done about my increment which has been due for three months?</i></p> <p>Supervisor: These things----- I am not answerable. The management is responsible. However, you are not the only person with such a grievance, there are many more, I am helpless. I suggest you go and sort it out with the WM.</p> <p>Operator: <i>Being supervisor it is your duty to sort out my problems, as I report to you.</i></p> <p>Supervisor: Do not tell me my job. I am not interested and as I have told you, you may sort out your problem with the WM and now I do not care whether you take up this HAL job or not. I will simply report to higher authorities about your misconduct. Let them do what they want. Do not come back to me crying again.</p>		
7.	Recommend a managerial action plan to check the present situation.	[30]	CO3
8.	Recommend a managerial action plan to prevent such an episode in the future.	[30]	CO4
