



Course  
Syllabus Gyanmanjari Institute of  
Management Studies  
Semester-1 (MBA)

**Subject:** Organizational Behavior – MBAXX11503

**Type of course:** Major (Core)

**Prerequisite:**

The prerequisite for the subject "Organizational Behavior" is a foundational understanding of management principles and theories. Students should have prior knowledge of basic management concepts, such as organizational structure, leadership, motivation, and communication. Familiarity with human resource management and psychology concepts will also be beneficial. This prerequisite ensures that students have a solid background in business management, enabling them to comprehend and apply the principles of organizational behavior effectively.

**Rationale:**

The subject of Organizational Behavior is crucial in MBA programs as it aims to provide students with a comprehensive understanding of human behavior within organizations. This course's rationale is to enable students to comprehend the complexities of individual and group behavior, leadership, motivation, communication, and organizational culture. Moreover, this subject helps students develop critical skills such as problem-solving, decision-making, and conflict resolution, enabling them to navigate the challenges and dynamics of today's diverse and dynamic workplaces. Ultimately, Organizational Behavior empowers students to become effective managers who can foster a positive work environment, enhance employee performance and satisfaction, and contribute to organizational success.

**Teaching and Examination Scheme:**

Teaching Scheme			Credits	Examination Marks					Total Marks
CI	T	P		C	Theory Marks		Practical Marks		
			ESE		MSE	V	P	ALA	
04	00	00	04	60	30	10	00	50	150

Legends: CI-Class Room Instructions; T– Tutorial; P - Practical; C – Credit; ESE - End

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**Continuous Assessment:****(For each activity maximum-minimum range is 10 to 5 marks)**

Sr. No	Active Learning Activities	Marks
1	<b>Power Point Presentation</b> The students will prepare Power Point Presentation on a given topic in group of Maximum 5 students and submit it in Moodle.	10
2	<b>Poster Presentation</b> Faculty will provide a topic on which students are required to prepare posters (In a Group of Maximum Five). They have to present it in Classroom and also required to Upload it on Moodle.	10
3	<b>Case Study</b> Faculty will provide a topic and Idea related to case study. Students will prepare the solutions on the given case / situation in a group of three and upload it to Moodle	10
4	<b>Live Projects</b> Students are required undertake any ONE live project related to Business and Upload a report to Moodle. (In a Group of Three)	10
5	<b>Quiz</b> MCQ Test will be conducted on Moodle (10 MCQs from each module).	10
Total		50

**Course Content:**

Sr. No	Course content	Hrs.	% Weightage
1	<b>Introduction to Organizational Behaviour:</b> Mintzberg’s Managerial Roles: Interpersonal, Informational, And Decisional. Essential Management Skills. Contribution to the development of Organizational Behaviour: Psychology, Social Psychology, Sociology, Anthropology	15	25
2	<b>Leadership, Motivation and Emotional Intelligence:</b> Leadership - Importance of leadership, Leadership styles, Characteristics of an Effective leader. Motivation - Concept, Forms of employee motivation, Need for motivation, Theories of Motivation - Maslow’s Theory of need hierarchy - Herzberg's theory. Emotional Intelligence – Concept and Practices.	15	25
3	<b>Personality, Attitudes and Communication:</b> Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Johari window. Communication: Barriers to Communication – Guidelines for Effective Communication, Communication Process	15	25
4	<b>Conflict Management, Work Stress and Change Management:</b> Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management. Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Change Management – Concept and Practices.	15	25

**Suggested Specification table with Marks (Theory): 60**

Distribution of Theory Marks (Revised Bloom’s Taxonomy)						
Level	Remembranc e (R)	Understandin g (U)	Applicatio n (A)	Analyze (N)	Evaluat e (E)	Creat e (C)
Weighttag e	35%	35%	20%	10%	-	-

Note: This specification table shall be treated as a general guideline for students and teachers. The actual distribution of marks in the question paper may vary slightly from above  
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**Course Outcome:**

After learning the course the students should be able to:	
CO1	Learn fundamentals of OB
CO2	Develop the ability to critically analyze and evaluate real-world management scenarios and case studies related to Leadership, Motivation and Emotional Intelligence.
CO3	Equip themselves with the concepts of Personality, attitude, Transactional Analysis – Johari window and Communication in business worlds.
CO4	Cultivate the habit of effective conflict management, stress management and change management.

**Instructional Method:**

The course delivery method will depend upon the requirement of content and need of students. The teacher in addition to conventional teaching method by black board, may also use any of tools such as demonstration, role play, Quiz, brainstorming, MOOCs etc.

From the content 10% topics are suggested for flipped mode instruction.

Students will use supplementary resources such as online videos, NPTEL/SWAYAM videos, e- courses, Virtual Laboratory

The internal evaluation will be done on the basis of Active Learning Assignment

Practical/Viva examination will be conducted at the end of semester for evaluation of performance of students in laboratory.

**Reference Books:**

- [1] Stephen P. Robins, Timothy A. Judge and Neharika Vohra, *Organizational Behavior*, 15th Edition, Pearson Education, Inc. publishing as Prentice Hall, 2013.
- [2] K. Aswattappa, *Organizational Behavior*, Himalaya Publishing House, 10th Edition, 2012.
- [3] Luthans, F. *Organizational Behavior*, 12th Edition, Tata McGraw Hill Education, 2011.
- [4] McShane, S.L., Von Glinow, M.A., and Sharma, R.R., *Organizational Behavior*, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
- [5] Blanchard, K.H., Hersey, P. and Johnson, D.E., *Management of Organizational Behavior: Leading Human Resources*, 9th Edition, PHI Learning, 2008.
- [6] Newstrom, J.W., *Organizational Behavior*, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

