



Gyanmanjari
Innovative University

Syllabus
Gyanmanjari Institute of Management Studies
Semester-I(MBA)

Subject: Organizational Behavior & Leadership - MBA2XX11503

Type of course: Core Course (CC)

Prerequisite: Students must have basic understanding of management concepts, communication skills, teamwork, and workplace behaviour acquired during undergraduate studies.

Rationale: The course develops understanding of workplace behaviour and managerial effectiveness through leadership, communication, teamwork, and organizational behaviour practices required in modern organizations.

Teaching and Examination Scheme:

Teaching Scheme			Credits	Examination Marks		Total Marks
CI	T	P	C	SEE	CCE	
4	0	0	4	100	50	150

Legends: CI-Class Room Instructions; T – Tutorial; P - Practical; C – Credit; SEE - Semester End Evaluation; LWA - Lab Work Assessment; V – Viva voce; CCE-Continuous and Comprehensive Evaluation; ALA- Active Learning Activities.

Course Content:

Sr. No	Course Content	Hrs.	% Weightage
1	Introduction to Organizational Behaviour & Individual Behaviour Theory Topics - Understanding of Organizational Behaviour - Models and Foundations of Organizational Behaviour - Individual Characteristics and Personality - Perception and Attribution - Learning, Attitudes, and Job Satisfaction - Emotional Intelligence and Workplace Behaviour Practical 1: Personality Assessment Exercise Students will conduct personality assessment using standard personality indicators and prepare interpretation reports regarding behavioural traits.	05 T 07 P	20



interpersonal behaviour, managerial strengths, weaknesses, and career suitability. Practical 2: Behavioural Observation and Interpretation Students observe behavioural patterns of classmates during group discussions and prepare observation notes regarding communication style, leadership behaviour, and participation. Practical 3: Johari Window Exercise Students perform self-awareness and peer-feedback exercises to understand open, hidden, blind, and unknown personality areas and analyze interpersonal communication behaviour. Practical 4: Emotional Intelligence Self-Analysis Students will evaluate their emotional intelligence using EI questionnaires, identify emotional strengths and weaknesses, and prepare self-improvement plans for professional growth. Practical 5: Group Presentation on Emotional Intelligence Using AI Tools Students will prepare and deliver a group presentation explaining the importance, applications, and business relevance of emotional intelligence in leadership, teamwork, communication, and organizational effectiveness. They must include practical workplace examples and managerial implications in their presentation. Practical 6: Communication and Perception Role Play Students perform role plays demonstrating communication misunderstandings caused by perception barriers, assumptions, and emotional responses. Examination Style: <table border="1"> <thead> <tr> <th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr> </thead> <tbody> <tr> <td>1</td><td> ALA 1: Interview with Working Professionals: Students will interview employees or managers to understand workplace behavioral challenges. They will identify key insights and prepare a brief analytical report for submission on the GMIU Web Portal. </td><td></td><td>10</td></tr> <tr> <td>2</td><td> Poster Presentation: Students will prepare and present a visually appealing academic poster on the assigned topic, highlighting key concepts, findings, and insights. Evaluation will be based on content </td><td>20</td><td></td></tr> </tbody> </table>				Sr. No	Evaluation Methods	SEE	CCE	1	ALA 1: Interview with Working Professionals: Students will interview employees or managers to understand workplace behavioral challenges. They will identify key insights and prepare a brief analytical report for submission on the GMIU Web Portal.		10	2	Poster Presentation: Students will prepare and present a visually appealing academic poster on the assigned topic, highlighting key concepts, findings, and insights. Evaluation will be based on content	20	
Sr. No	Evaluation Methods	SEE	CCE												
1	ALA 1: Interview with Working Professionals: Students will interview employees or managers to understand workplace behavioral challenges. They will identify key insights and prepare a brief analytical report for submission on the GMIU Web Portal.		10												
2	Poster Presentation: Students will prepare and present a visually appealing academic poster on the assigned topic, highlighting key concepts, findings, and insights. Evaluation will be based on content	20													



		quality, creativity, presentation skills, and ability to answer questions.				
		Total	20	10		
2		Motivation & Workplace Communication Theory Topics • Introduction to Motivation • Content Theories of Motivation • Employee Satisfaction and Morale • Organizational Communication Systems • Communication Barriers and Workplace Effectiveness Practical 1: Motivation Theories Comparative Application: Students will prepare comparative charts and analytical summaries explaining Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, and McGregor Theory X and Theory Y with practical organizational examples, managerial applications, and workplace relevance. Practical 2: Employee Motivation and Morale Analysis Students will analyze factors influencing employee motivation, morale, workplace satisfaction, and organizational commitment using classroom discussions, workplace examples, and hypothetical employee situations. They will identify indicators of high and low employee morale and prepare comparative observations regarding employee behaviour and productivity. Practical 3: Communication Barriers and Workplace Interaction Role Play Students will participate in role-play activities demonstrating workplace communication barriers such as misunderstanding, assumptions, emotional interference, poor listening, and lack of feedback. They will evaluate the impact of these barriers on workplace effectiveness and suggest suitable communication improvement strategies. Practical 4: Communication Channels and Workplace Effectiveness Analysis Students will analyze the effectiveness of different organizational communication channels including emails, meetings, memos, presentations, and virtual communication platforms. They will compare communication methods based on clarity, speed, feedback, and workplace suitability. Practical 5: Organizational Communication System Mapping Students will design organizational communication flowcharts demonstrating upward, downward, horizontal, diagonal, and informal communication systems within business organizations by using AI. They			04 T 08 P	20



	will analyze communication flow effectiveness and identify possible communication gaps and barriers. Practical 6: Non-Verbal Communication and Behaviour Observation Faculty will provide videos related to non-verbal communication in workplace and professional situations. Students will observe body language, facial expressions, gestures, posture, tone of voice, and eye contact shown in the videos and analyze the significance of non-verbal communication in leadership, teamwork, workplace interaction, and professional communication. Examination Style: <table> <tr> <th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr> <tr> <td>1</td><td> ALA 2: Employee Recognition Strategy Design: Students will design employee reward and recognition strategies for improving workplace motivation, engagement, and morale. They will prepare a presentation or PDF report. Upload it on the GMIU Web Portal. </td><td></td><td>10</td></tr> <tr> <td>2</td><td> Case Study: Students need to solve the case study given by faculty related to content of module 2. </td><td>20</td><td></td></tr> <tr> <td></td><td>Total</td><td>20</td><td>10</td></tr> </table>	Sr. No	Evaluation Methods	SEE	CCE	1	ALA 2: Employee Recognition Strategy Design: Students will design employee reward and recognition strategies for improving workplace motivation, engagement, and morale. They will prepare a presentation or PDF report. Upload it on the GMIU Web Portal.		10	2	Case Study: Students need to solve the case study given by faculty related to content of module 2.	20			Total	20	10		
Sr. No	Evaluation Methods	SEE	CCE																
1	ALA 2: Employee Recognition Strategy Design: Students will design employee reward and recognition strategies for improving workplace motivation, engagement, and morale. They will prepare a presentation or PDF report. Upload it on the GMIU Web Portal.		10																
2	Case Study: Students need to solve the case study given by faculty related to content of module 2.	20																	
	Total	20	10																
3	Group Behaviour, Team Building & Conflict Management Theory Topics • Group Dynamics and Development • Team Building and Effectiveness • Organizational Politics • Conflict Management and Negotiation • Decision Making in Organizations • Stress Management Practical 1: Team Effectiveness Evaluation and Improvement Plan Students will evaluate factors affecting team effectiveness such as communication, trust, leadership, coordination, participation, and conflict management through team-based observations and discussions. Based on the analysis, they will prepare recommendations and an improvement plan for enhancing teamwork and workplace collaboration.	05 T 07 P	20																



Practical 2: Decision Making and Problem-Solving Poster Activity by Using AI Tools Students will prepare posters explaining decision-making processes, problem-solving approaches, teamwork in decision making, and managerial strategies for effective organizational decisions. Practical 3: Organizational Politics Debate and Discussion Activity Students will participate in structured debates and discussions on the advantages, disadvantages, ethical implications, and behavioural effects of organizational politics on employee performance, workplace relationships, and organizational culture. Practical 4: Conflict Management and Negotiation Role Play Students will participate in role-play activities demonstrating workplace conflicts related to communication gaps, leadership disagreements, personality differences, and resource allocation issues. They will apply negotiation, persuasion, and conflict resolution techniques to manage workplace situations professionally and effectively. Practical 5: Stress Management Self-Assessment Activity Students will prepare a structured questionnaire for self-assessment of stress levels, stress triggers, coping mechanisms, and workplace behavioural responses. They will conduct self-analysis based on the responses and prepare a practical stress management improvement plan including wellbeing, time management, and work-life balance strategies. Practical 6: Stress, Productivity, and Workplace Behaviour Analysis Students will analyze the relationship between workplace stress, employee productivity, teamwork, communication effectiveness, and managerial decision-making using business cases and organizational examples. Examination S tyle: <table> <tr> <th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr> <tr> <td>1</td><td> ALA 3: Workplace Conflict Management Survey: Students will design a Google Forms questionnaire or conduct interviews with employees; they will analyze responses and prepare a brief report with conclusions and suggestions for submission on the GMIU Web Portal. </td><td></td><td>10</td></tr> </table>				Sr. No	Evaluation Methods	SEE	CCE	1	ALA 3: Workplace Conflict Management Survey: Students will design a Google Forms questionnaire or conduct interviews with employees; they will analyze responses and prepare a brief report with conclusions and suggestions for submission on the GMIU Web Portal.		10
Sr. No	Evaluation Methods	SEE	CCE								
1	ALA 3: Workplace Conflict Management Survey: Students will design a Google Forms questionnaire or conduct interviews with employees; they will analyze responses and prepare a brief report with conclusions and suggestions for submission on the GMIU Web Portal.		10								



	2	Authentic Problem Solving: Faculty will Provide list of authentic problems, which students need to solve and submit to the faculty.	20		
		Total	20	10	
4		Leadership & Organizational Culture Theory Topics • Introduction to Leadership • Leadership Theories and Style • Organizational Culture and Climate • Employee Engagement and Ethical Leadership • Leadership Development and Workplace Effectiveness Practical 1: Leadership Theories Comparative Analysis Students will prepare comparative charts and analytical summaries explaining trait, behavioural, situational, transformational, and transactional leadership theories with practical organizational examples, managerial applications, advantages, limitations, and workplace relevance. Practical 2: Leadership, Motivation, and Organizational Productivity Poster Activity Students will analyze the relationship between leadership behaviour, employee motivation, workplace satisfaction, teamwork, and organizational productivity using practical business examples. Based on the analysis, students will design informative posters highlighting leadership effectiveness and employee engagement practices. Practical 3: Leadership Styles Role Play Students will participate in role-play activities demonstrating different leadership styles in workplace situations involving team coordination, employee motivation, communication challenges, conflict handling, and managerial decision-making. Students will also analyze the effectiveness of each leadership approach. Practical 4: Employee Engagement and Workplace Participation Strategy Design by Use of AI Students will design employee engagement initiatives focusing on employee motivation, recognition, communication improvement, teamwork development, participation enhancement, and workplace satisfaction using organizational examples and managerial approaches. Practical 5: Organizational Ethics and Leadership Debate Students will participate in structured debates discussing ethical leadership, workplace values, employee treatment, organizational		04 T 08 P	20



	responsibility, and leadership effectiveness in modern organizations. Prepare a reflection summary																		
	Examination Style: <table border="1"> <thead> <tr> <th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr> </thead> <tbody> <tr> <td>1</td><td> ALA 4: Leadership & Managerial Interview of an Entrepreneur: Students are required to conduct a leadership interview with an entrepreneur, design an interview questionnaire, and submit the responses via the GMIU web portal </td><td></td><td>10</td></tr> <tr> <td>2</td><td> QUIZ: Students will attempt a quiz consisting of multiple-choice questions covering core concepts from the unit. The quiz will assess their understanding of key theories, definitions, and applications. </td><td>20</td><td></td></tr> <tr> <td></td><td>Total</td><td>20</td><td>10</td></tr> </tbody> </table>	Sr. No	Evaluation Methods	SEE	CCE	1	ALA 4: Leadership & Managerial Interview of an Entrepreneur: Students are required to conduct a leadership interview with an entrepreneur, design an interview questionnaire, and submit the responses via the GMIU web portal		10	2	QUIZ: Students will attempt a quiz consisting of multiple-choice questions covering core concepts from the unit. The quiz will assess their understanding of key theories, definitions, and applications.	20			Total	20	10		
Sr. No	Evaluation Methods	SEE	CCE																
1	ALA 4: Leadership & Managerial Interview of an Entrepreneur: Students are required to conduct a leadership interview with an entrepreneur, design an interview questionnaire, and submit the responses via the GMIU web portal		10																
2	QUIZ: Students will attempt a quiz consisting of multiple-choice questions covering core concepts from the unit. The quiz will assess their understanding of key theories, definitions, and applications.	20																	
	Total	20	10																
5	Organizational Change, Workplace Dynamics & Contemporary Issues Theory Topics • Organizational Change Management • Organizational Development • Workplace Diversity and Inclusion • Work-Life Balance and Employee Wellbeing • Remote Work and Hybrid Work Culture • Contemporary Issues in Organizational Behaviour Practical 1: Change Management Strategy Design Students will prepare structured change management plans for organizational situations involving restructuring, technology adoption, policy changes, or process improvement. The plan should include communication strategies, employee involvement methods, training support, resistance management techniques, and implementation approaches for smooth organizational transition. Practical 2: Organizational Change Resistance Role Play Students will participate in role-play activities demonstrating employee resistance to organizational change due to fear, uncertainty, communication gaps, workload pressure, or cultural differences. Students will apply managerial communication, motivation, negotiation, and behavioural strategies to manage resistance effectively.	05 T 07 P	20																



Practical 3: Workplace Diversity & Inclusion Analysis by Using AI Tools

Students will analyze workplace diversity scenarios involving gender, culture, age, language, educational background, and work experience diversity. They will identify challenges, benefits, inclusion practices, ethical concerns, and managerial strategies for creating an inclusive organizational culture and prepare report.

Practical 4: Hybrid Work Culture Comparative Analysis Report

Students will analyze the advantages, disadvantages, communication challenges, productivity concerns, employee engagement issues, and workplace flexibility aspects associated with remote work and hybrid work culture. Based on the analysis, students will prepare a comparative report explaining traditional work culture versus hybrid work culture with suitable managerial observations.

Practical 5: Organizational Development Intervention Planning

Students will design organizational development interventions related to employee training, team building, communication improvement, leadership development, workplace culture enhancement, and organizational effectiveness using practical workplace situations and managerial approaches.

Practical 6: Group Discussion Activity

Students will participate in group discussions on contemporary organizational behaviour issues such as digital transformation, employee burnout, workplace stress, AI adoption, gig economy practices, and changing workforce expectations. Students will analyze workplace challenges, suggest managerial solutions, and prepare a short summary report.

Examination Style:

Sr. No	Evaluation Methods	SEE	CCE
1	ALA 5: Organizational Culture Analysis & College Debate Students are required to form groups, analyze various organizational cultures, and conduct a structured debate within the college. Evidence of participation, including geotagged photographs, must be submitted via the GMIU web portal		10
2	Article Writing: Student will write a structured article on the topic assigned by faculty.	20	
	Total	20	10



Suggested Specification table:

Distribution of Marks (Revised Bloom's Taxonomy)						
Level	Remembrance (R)	Understanding (U)	Application (A)	Analyze (N)	Evaluate (E)	Create (C)
Weightage %	10%	10%	20%	20%	20%	20%

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 table.

Course Outcome:

After learning the course, the students should be able to:	
CO1	Recall fundamental concepts of organizational behaviour and explain their relevance to workplace situations.
CO2	Apply motivation theories, employee morale concepts, and organizational communication principles to improve workplace effectiveness.
CO3	Analyze group dynamics, teamwork, conflict management, negotiation, and stress-related situations to improve organizational effectiveness.
CO4	Evaluate leadership styles, organizational culture, employee engagement, and ethical leadership practices in contemporary workplace situations.
CO 5	Create effective managerial strategies for managing organizational change, workplace diversity, employee wellbeing, and contemporary organizational challenges.

Instructional Method:

The course delivery method will depend upon the requirement of content and need of students.

A minimum of 20–30% of the course content shall be suggested to deliver through Flipped Learning, where students study digital learning resources before the classroom session.

Classroom time shall be utilized for discussion, problem-solving, practical applications, and higher-order learning activities.

Students shall be encouraged to use AI-powered learning platforms, simulation software, virtual laboratories, digital libraries, research databases, online certification courses, NPTEL, SWAYAM, MOOCs, and other technology-enabled learning resources to strengthen conceptual understanding and practical competence.



Continuous assessment shall be conducted through Active Learning Assignments (ALAs), quizzes, skill demonstrations, presentations, practical exercises, projects, case studies, innovation activities, peer assessment, reflective learning, and industry-oriented tasks instead of relying primarily on conventional written assignments.

Reference Books:

- [1] Organizational Behaviour (18th Edition) by Stephen P. Robbins and Timothy A. Judge, Pearson Education Limited.
- [2] Organizational Behavior: Human Behavior at Work (14th Edition) by John W. Newstrom, McGraw Hill Education.
- [3] Organizational Behaviour: Text and Cases (17th Edition) by K. Aswathappa, Himalaya Publishing House.
- [4] Organizational Behaviour (13th Edition) by Fred Luthans, McGraw Hill Education.
- [5] Understanding Organizational Behaviour (3rd Edition) by Udai Pareek, Oxford University Press.

Suggested Guidelines:

SEE	Topics	Criteria	Marks	Description
1	Poster Presentation	Poster Design, Creativity & Visual Presentation	10	Strengthens the ability to visually communicate marketing ideas, organize information effectively, and explain concepts in a clear and creative manner.
		Explanation of Concepts, Practical Relevance & Response to Questions	10	Provides relevant, practical real-life examples supporting their answer effectively.
2	Case Study	Problem Analysis & Understanding	10	Clearly identifies and explains the problem, showing logical understanding of the situation.
		Solution & Practical Application	10	Provides feasible, relevant, and practical solutions with clear justification.
3	Authentic Problem Solving	Problem Identification	5	Understanding organizational and behavioural issues



		Analytical Thinking	5	Quality of analysis and interpretation
		Strategy Development	5	Practicality and innovation of solutions
		Report Writing & Documentation	5	Structure, clarity, and professionalism of report
4	QUIZ	Concept Understanding	10	Demonstrates accurate understanding of key terms, frameworks, and theories through correct answers in the quiz.
		Application & Reasoning	10	Applies concepts logically in scenario-based or short-answer questions, showing clear reasoning and practical understanding.
5	Article Writing	Content Understanding and Relevance	5	Understanding of the assigned topic, relevance of concepts, and application of subject knowledge
		Analytical Thinking and Critical Insights	5	Quality of analysis, interpretation, arguments, and practical viewpoints included in the article
		Structure, Organization, and Presentation	5	Logical flow, clarity, formatting, language quality, and overall presentation of the article
		Creativity, Examples, and Conclusion	5	Use of examples, originality of ideas, managerial insights, and effectiveness of conclusion

