



**PARVATHANENI BRAHMAYYA
SIDDHARTHA COLLEGE OF ARTS & SCIENCE**
Autonomous
Siddhartha Nagar, Vijayawada-520010
Re-accredited at 'A+' by the NAAC

Course Code				23MGMAL232			
Title of the Course				ORGANIZATIONAL BEHAVIOUR			
Offered to: (Programme/s)				B.B.A. Honors General			
L	5	T	0	P	0	C	4
Year of Introductio		2024-25		Semester:		3	
Course Category:		MAJOR		Course Relates to:		GLOBAL	
Year of Introduction:		2024-25		Percentage of Revision of syllabus:		Not Applicable	
Type of the Course:				Skill Development			
Crosscutting Issues of the Course:				Employee Engagement and Organizational effectiveness			
Pre-requisites, if any				None			

Legends:

L: Lecture; T: Tutorial; P: Practicum/Practical/Project; C: Credits

Course Description:

Organizational Behavior is the study of intricacies of individual and group dynamics within organizational settings. For business administration students, it serves as a cornerstone, offering invaluable insights into employee behaviors, motivations, leadership styles, and team dynamics. This knowledge empowers students to become effective managers, capable of optimizing human potential, fostering high-performing teams, and cultivating positive organizational cultures. Ultimately, a strong grasp of Organizational Behavior equips future business leaders to make informed decisions that drive strategic business outcomes in the right direction at the right time with the right momentum so that it finally contributes to strategic success of the organization.

Course Aims and Objectives:

S.NO	COURSE OBJECTIVES
1	Understand the foundations of individual and group behaviour in organizations.
2	Develop skills to analyze and diagnose organizational issues related to behaviour.
3	Acquire knowledge of leadership theories and practices for effective management.
4	Learn how to manage organizational change and build a positive organizational culture.
5	Apply organizational behaviour concepts to address real-world business challenges.

Course Outcomes

At the end of the course, the student will be able to:

CO NO.	COURSE OUTCOME	BTL	PO	PSO
CO1	Explain the core concepts of organizational behavior	K1	1,2	1
CO2	Identify factors influencing organizational behavior	K1	1,2	1
CO3	Interpret how leadership skills influence others	K2	1,2	1
CO4	Explain how to apply behavioral principles to improve organizational effectiveness	K2	6,7	1,2
CO5	Realize what behavioural issues to analyze for resolving organizational issues	K2	6,7	1,2

For BTL: K1: Remember; K2: Understand; K3: Apply; K4: Analyze; K5: Evaluate; K6: Create

CO-PO-PSO MATRIX									
CO NO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3						3	
CO2	3	3						3	
CO3	3	3						3	
CO4						2	3	3	3
CO5						2	3	3	3

Codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO-PSO respectively

Course Structure:

UNIT-I: INTRODUCTION TO ORGANIZATIONAL BEHAVIOR (15 Hrs)

- 1.1 Organizational behaviour – Meaning, significance, evolution. Factors influencing organizational behaviour
- 1.2 Perception – concept and process of perception, Factors influencing perception.
- 1.3 Values and Attitudes.
- 1.4 Personality – Stages of personality development, Determinants of personality.
- 1.5 Concept of Learning and theories of learning.

Exercises:

- Summarize and justify the impact of differences in values & attitudes on workplace dynamics.
- List out and enumerate essential personality traits that impact job performance.
- Presentation on application of various learning theories in real-world learning situations.

Web Resources:

[Organizational Behavior | Harvard Business Publishing Education](#)

[Organizational Behavior - OpenStax](#)

[Organizational Behavior - Open Textbook Library \(umn.edu\)](#)

UNIT-II: GROUP DYNAMICS

(15 Hrs)

- 2.1 Meaning of groups and group dynamics, Stages in the Formation of groups, Characteristics and Types of groups.
- 2.2 Factors influencing group effectiveness – Group cohesiveness, Group decision making.
- 2.3 Teams – Groups Vs Teams, Types of teams.
- 2.4 Conflicts in groups – reasons for conflicts, Management of Conflict
- 2.5 Application of Transactional Analysis, Johari Window.

Exercises:

- Summarize the characteristics of successful teams in organizations from a global perspective.
- Critically examine various conflict management techniques in terms of their relevance.
- Presentation of Johari Window grid for one's own self.

Web Resources:

[Organizational Behavior | Harvard Business Publishing Education](#)

[Organizational Behavior - OpenStax](#)

[Organizational Behavior - Open Textbook Library \(umn.edu\)](#)

UNIT-III: LEADERSHIP

(15 Hrs)

- 3.1 Definition and Concept of Leadership.
- 3.2 Importance of Leadership, characteristics of an Effective Leader.
- 3.3 Styles of Leadership, Managerial Grid, Leadership Continuum.
- 3.4 Theories of Leadership.
- 3.5 Impact of Leadership on effectiveness of groups.

Exercises:

- Summarize and justify the characteristics of an effective leader of your choice in business.
- Evaluate the impact of as well as pros & cons of different leadership styles in organizations.
- Critically assess the leadership challenges faced by today's business leaders.

Web Resources:

[Organizational Behavior | Harvard Business Publishing Education](#)

[Organizational Behavior - OpenStax](#)

[Organizational Behavior - Open Textbook Library \(umn.edu\)](#)

UNIT-IV: MANAGEMENT OF CHANGE

(15 Hrs)

- 4.1 Meaning and importance of Change.
- 4.2 Factors driving organizational change.
- 4.3 Response to change, role of Change Agents.
- 4.4 Resistance to Change – Reasons for Resistance, dealing with resistance to change.
- 4.5 Organizational Development – OD initiatives, process of OD and its significance.

Exercises:

- Present a situation of organizational change and the challenges involved therein.

- Summarize the reasons for resistance to change in organizations from a global perspective.
- Conduct need assessment and propose OD initiatives for a hypothetical organization.

Web Resources:

[Organizational Behavior | Harvard Business Publishing Education](#)

[Organizational Behavior - OpenStax](#)

[Organizational Behavior - Open Textbook Library \(umn.edu\)](#)

UNIT-V: ORGANIZATIONAL CULTURE (15 Hrs)

- 5.1 Concept of Organizational Culture, Significance of understanding organizational culture.
- 5.2 Distinction between organizational culture and organizational climate.
- 5.3 Factors influencing Organizational Culture.
- 5.4 Organizational Effectiveness- Indicators of organizational effectiveness, achieving organizational effectiveness.
- 5.5 Organizational Power and Politics.

Exercises:

- Present cultural map of a business organization of your choice, identifying its core values.
- Critically enumerate the impact of cultural diversity of employees on organizational culture.
- Summarize and justify the indicators of organizational effectiveness from your perspective.

Web Resources:

[Organizational Behavior | Harvard Business Publishing Education](#)

[Organizational Behavior - OpenStax](#)

[Organizational Behavior - Open Textbook Library \(umn.edu\)](#)

Text Books:

Aswathappa, K. (2019). Organizational Behaviour (11th ed.). Himalaya Publishing House.
Prasad, L. M. (2020). Organizational Behaviour (10th ed.). Sultan Chand & Sons.

References:

Robbins, S. P., & Judge, T. A. (2019). Organizational Behaviour (18th ed.). Pearson.
Luthans, F. (2017). Organizational Behaviour (15th ed.). McGraw-Hill Education.
Greenberg, J. (2020). Behaviour in Organizations (11th ed.). Pearson.

B.B.A. Honors General

Model Question Paper

23MGMAL232 – ORGANISATIONAL BEHAVIOUR

Semester – III

Max. Marks: 70

Time: 3 Hrs.

Section – A

Answer the following questions:

5 X 4 = 20 Marks

Unit-I

1. a) State in your own words the significance of Organisational Behaviour (K2)

(OR)

b) Describe the relevance of attitudes and values in Organisational Behaviour (K2)

Unit-II

2. a) Describe various types of groups (K2)

(OR)

b) State the factors influencing group cohesiveness (K2)

Unit-III

3. a) Justify the importance of leadership for the success of an organization (K2)

(OR)

b) Describe various characteristics of an effective leader (K2)

Unit-IV

4. a) Explain the importance of organizational change (K2)

(OR)

b) Describe the role of a Change agent (K2)

Unit-V

5. a) Distinguish in between organizational culture and organizational climate (K2)

(OR)

b) Explain the factors influencing organizational culture (K2)

Section – B

Answer the following questions:

5 X 10 = 50 Marks

Unit-I

6. A) Describe various stages in the process of perception. (K2)

(OR)

B) Summarize various theories of learning with suitable examples. (K2)

Unit -II

7. A) Explain various stages in the formation of groups with suitable examples. (K2)

(OR)

B) Discuss application of Transactional Analysis with suitable examples. (K2)

Unit - III

8. A) Illustrate how Managerial Grid can be employed for leadership development. (K3)

(OR)

B) Discuss various theories of leadership with suitable examples. (K3)

Unit - IV

9. A) Discuss the reasons for resistance to change and how to deal with them. (K3)

(OR)

B) Explain the impact of various OD initiatives in an Organisation. (K3)

Unit - V

10. A) Discuss various indicators of organizational effectiveness. (K2)

(OR)

B) Describe the dynamics of Power and Politics in organisations. (K2)

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