Course Information

Course Code and title	HR-101 Organizational Behaviour
Credits	3
Term and Year	Term I, 2020-21
Course Pre-requisite(s)	
Course Requirement(s)	key terms (pre read)*
Course Schedule (day and time of class)	As per Time Table
Classroom # (Location)	
Course Instructor	Dr. Abdul Qadir
Course Instructor Email	abdul.qadir@jaipuria.ac.in
Course Instructor Phone (Office)	0120-4638381
Student Consultation Hours	As notified by PMC or with prior appointment
Office location	Faculty Area 2nd Floor

*Will be shared with students on Moodle.

1. Course Overview

The business challenges of the contemporary dynamic economies require organizations to design and implement their structures, processes, and systems around people. This, in turn, allows them to flourish-and spur a change and growth in the competitive markets. An integral part of this would include a study of human behaviour in organizations.

Organizational Behavior course is designed to shape personal and interpersonal dynamics for individual's effectiveness, to develop the ability to work with others and understand organizational variables to make better decisions. It is expected that after learning the various aspects of human behaviour and organization dynamics as put together in the course, individuals will undergo personal transformation and shall be able to deal effectively with complex organizational scenarios. To do this, a variety of activities will be put into practice. Major parts of the course will be delivered through instruments/tools, experiential exercises and cases. This will enhance learning and problem-solving in organizations. Specific topics to be covered include: self-awareness, personality, attitude, motivation, interpersonal relationships and handling conflict, team, leadership, power and influence, organizational design & culture.

2. Course Learning Outcomes (CLOs)

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

CLO1. Apply relevant conceptual frameworks to business situations.
CLO2. Develop self-awareness for interpersonal effectiveness.
CLO3. Demonstrate the ability to lead and work in teams to achieve desired goals.

3. Mapping of CLOs with Programme Learning Outcomes (PLOs)

	PLO-1	**PLO-2**	**PLO-3**	**PLO-4**	**PLO-5**	**PLO 6**
CLO1			Reinforced			
CLO2						
CLO3		Reinforced*				

*To be used in writing AOL report

4. Mapping of PLOs with Graduate Attributes (GAs)

	GA 1	**GA 2**	**GA 3**	**GA 4**	**GA 5**	**GA 6**	**GA 7**
CLO 1		X					
CLO 2			X				
CLO 3				X			

5. Prescribed Text

- Robbins, S.P., Judge, T.A. & Vohra, N. (2014). Organisational Behaviour. (14th edition). New Delhi: Pearson.

6. Additional Resources:

- Nelson, Quick & Khandelwal (2011), ORGB, 2nd Edition, Cengage Learning, New Delhi.
- Parikh, Margie and Gupta, Rajen (2010) Organizational Behaviour, Tata McGraw Hill: New Delhi.
- McShane, Steven L.; Von Glinow, Mary A. and Sharma, Radha R. (2005) Organizational Behavior, 5th Edition, Tata McGraw Hill: New Delhi
- Internet Resources (as advised by the faculty during classroom sessions)

7. Session Plan

Session	Topic	Session Learning Outcome	CLO	Reading / References	Pedagogy
Module I: Understanding & Managing Self					
1	Introduction to the course: Definition & Concept of Organization background and foundation of OB, Levels in OB, Challenges faced by OB	The learner will be able to identify the relevance of understanding human behaviour for business results.	1	Text Ch. 1	Discussion
2	Self- Concept	The learner will be able to understand self-concept.	1&2	Instrument	Discussion & Instrument: Johari Window
3	Personality and its impact on managerial decision making	The learner will be able to define the concept of personality and be able to relate its impact in organizational processes.	1&2	Text Ch. 5	Discussion & Instrument: Big 5 Model of Personality
4	Attitude, Values & Beliefs	The learner will be able to identify dominant values in self and appreciate differences in values in others.	1&2	Text Ch. 3	Discussion (Flipped Video)
5	Perception	The learner will be able to develop ability to differentiate perception with reality and its impact on decision making.	1&2	Text Ch. 5	Discussion & Exercise: Cave Rescue
6	Motivation: Concept & Process	The learner will be able to relate relevant theories and apply in processes of motivation in self and others.	1&2	Text Ch. 7	Discussion
7	Motivation: Application	The learner will be able to motivate self and others.	1&2	Case: *Rohit Narang*	*Guest Session*
Module II: Interpersonal Relationship					
8	Enhancing IPR through EI and Stress Management	The learner would be able to understand the importance of emotional intelligence for coping with stress	1&2	Instructor notes	(Flipped Video) Discussion EI Instrument

9	Understanding Conflict & Conflict Managing styles	The learner will be able to map reasons for conflict and his/her style of handling conflict.	1&2	Text Ch.14	Discussion & Instrument: My Conflict Handling Style
10	Negotiation	The students will be able to use negotiation techniques in the interpersonal relationship.	1&2	Text Ch.14	Discussion & Roleplay: Buying Furniture
Module: III Group Dynamics & Team Building					
11	Group Dynamics	The learner will be able to understand the properties of groups like roles, norms, status, size & cohesiveness.	1&3	Text, Ch.9 Case: *The Dangers of Group Think*	(Flipped Video) Case Discussion
12	Decision Making in Groups	The learner will be able to analyze patterns of behaviour in self and others and build consensus in groups	1&3	Text Ch.9	Instrument: Desert Survival
13	Team Building & Effectiveness	The learner will be to conclude reasons of interpersonal rivalry how to deal with it to build teams.	1&3	Text, Ch.10	Team Building scenario game and self-reflection
Module IV: Leadership, Power & Politics					
14	Power & Organisational Politics	The learner will be able to interpret ethically power and Influence tactics and consequences of political behaviour in organizations.	1&3	Text, Ch.13 Case: *Parminder's Peer Becomes His Boss*	(Flipped Video) Case Discussion
15	Leadership Approaches	The learner will be able to interpret styles of leadership.	1&3	Text Ch.12	Discussion and Instrument: My Leadership Style
16	Contemporary Trends and Issues in Leadership	The students will understand contemporary trends and issues in Leadership, examples of Successful Leadership.	1&3	Text Ch.12	*Guest Session*
Module V: Organisational Dynamics					
17	Organisation Structure & Design	The learner will be able to define dimensions of organisation Structure, & design	1&3	Text Ch.15	(Flipped Video) Discussion
18	Organisational Culture	The learner will understand the common characteristics of organisational culture.	1&3	Text Ch.16	Discussion & Activity: Rate your Institute's or classroom Culture

19	Organisational Change	The learner will be able to identify forces of change and Kurt Lewin Model of change.	1&3	Text Ch.17	Discussion
20	Summing-up Session	To reflect on the overall learning of the OB	1, 2 & 3	-	Discussion

8. Assessment Tasks

	Assessment	Assessment Type	Weightage	CLO	Week Due
1.	Self-Assessment Report based on Personal Portfolio	Instruments submissions with Interpretation	20%	2	18th Session
2.	Viva-Voce	Viva based on Group Task	20%	3	After 20th session
3.	Quiz	LMS	20%	1	8th & 18th sessions
4.	End Term Examination	Hall Exam/Moodle-based	40%	1, 2	Week 12

Assessment Task 1: Self-Assessment Report based on Personal Portfolio
1) Assessment Details: Students are required to construct individual personal profile which will be a self-assessment Portfolio based on the instruments; (i) Johari Window (ii) Big 5 Model of Personality (iii) EI (iv) My Conflict Handling Style (v) Desert Survival (vi) My Leadership Style (vii) Rate Your Classroom Culture.
2) Criteria used to grade this task: (1) Comprehension (2) Evaluation (3) Critique
3) Task Assessor: Internal Faculty
4) Suggested time to devote to this task: 8 hours
5) Submission details: Hard copy
6) Feedback and return of work: After the assessment, instruments will be returned.

Assessment Task 2: Viva-Voce
1) Assessment Details: The viva-voce component is linked to group activities. The instructor will assign a specific task/activity to study groups (Learning Teams) from a suggested list. The members are required to work collaboratively in a team on the given task and submit a report on the task accomplished. Using the **viva-voce mode**, the group will present the same in an online **Zoom/MS-Team/Google Meet** session, scheduled and announced in advance.

   Suggested tasks/activities:
   - Movie/ Book review
   - Social Project
   - Misc. other (duly approved by course instructor)

2) Criteria used to grade this task: **Individual Contribution (50%), Team Work (30%), Application of Concepts/Skills (20%)**, learned during OB course.
3) Task Assessor: Internal Faculty (Direct) and Peer Group Members (Indirect
4) Submission Detail: Softcopy on Moodle (**with Plagiarism report copy of Turnitin**), strictly on/before the due date.
5) Feedback: Feedback will be given later after the viva-voce and evaluation of the report.

Assessment 3: Quiz
1) Assessment Detail: Two pre-announced quizzes will be conducted and both will be considered for the assessment.
2) Criteria used to grade this task: Individual
3) Task Assessor: Internal Faculty
4) Submission Detail: Moodle-based
5) Feedback: Feedback can be seen and would be discussed soon after quiz submission.

Assessment Task 4: End-term Examination
1) Assessment Details: Questions based on the course content will be posed to the students to give adequate responses with suitable illustrations and examples.
2) Criteria used to grade this task: Comprehension (40%), application (40%) and skill (20%)
3) Task Assessor: Internal faculty
4) Suggested time to devote to this task: 15 hours on regular basis along with practice with other components.
5) Submission details: Hall Examination
6) Feedback and return of work: Evaluated answer scripts and feedback can be seen on Moodle or in hardcopy.

9. Rubrics for CLOs

CLOs	Below Expectations	Meets Expectations	Exceeds Expectations
CLO 1 Apply relevant conceptual frameworks to business situations	Not able to reflect satisfactorily on concepts of organizational behaviour	Not able to identify some of the concepts of organizational behaviour	Able to the identify most of concepts of organizational behaviour
CLO2 Develop self-awareness for interpersonal effectiveness.	Not able to explain satisfactorily dimensions of self-awareness for interpersonal effectiveness	Able to explain some of the dimensions of self-awareness for interpersonal effectiveness	Able to explain most of the dimensions of self-awareness for interpersonal effectiveness
CLO3 Demonstrate the Ability to Work in Teams to Achieve Desired Goals	Not able to satisfactorily lead and work in teams	Somewhat able to lead and work in teams	Able to lead and work in teams most of the time

10. Rubrics for Assessment Tasks

Rubrics for Quiz   (20 Marks)

CLO1: Apply relevant conceptual frameworks to business situations
PLO3: Reflect on business situations applying relevant conceptual frameworks

Competencies	Traits/Performance Indicators (PI)
Apply knowledge of disciplinary or interdisciplinary theory and frameworks to business situations.	1.1 Gather relevant information about business situations. 1.2 Select and use relevant concepts and frameworks to business situations.

Traits	Below Expectations (Below 35%)	Meets Expectations (35%-below 70%)	Exceeds Expectation (Above 70%)
Gather Relevant Information	Struggles to pinpoint the information needed. Gathers information from one source. Minimal evidence of search/selection criteria.	Clearly identifies the information required. Gathers information from multiple valid and reliable sources. Evidence of search/selection criteria.	Demonstrates a sophisticated understanding of what information is needed. Gathers extensive information from a variety of valid and reliable sources including journals, texts, etc., specific to the subject. Clear evidence of search/selection criteria.
Select and Use Relevant Concepts and Frameworks	Has limited knowledge on selecting and using relevant concepts and frameworks. Requires extensive assistance in selecting relevant concepts and frameworks.	Selects and uses relevant concepts and frameworks. Requires minimal assistance in choosing relevant concepts and frameworks.	Selects and uses relevant concepts and frameworks. Needs no assistance in selecting relevant concepts and frameworks.

Rubrics for Self-Assessment Report (20 Marks)

CLO2: Develop self-awareness for interpersonal effectiveness.

Competencies	Traits/Performance Indicators (PI)
Be able to administer, interpret the instrument completely and relate self-analysis with the OB concepts.	2.1 Execute instruments: Able to administer instruments completely 2.2 Interpreting Scores: Able to interpret scores of the test instrument thoroughly covering all dimensions 2.3 Self-analysis : Able to do self-analysis based on instruments and relate it with important concepts of OB

Traits	Below Expectations (Below 30%)	Meets Expectations (35%-below 70%)	Exceeds Expectations (70% and Above)
Execute instruments	Not able to execute instruments	Able to administer instruments to some extent	Able to administer instruments completely
Interpreting Scores	Not able to interpret scores of the test instrument	Able to interpret scores of the test instrument partially	Able to interpret scores of the test instrument thoroughly covering all dimensions
Self-analysis	Not able to do self-analysis based on instruments and relate it with important concepts.	Able to do self-analysis based on instruments and relate it with important concepts to some extent	Able to do self-analysis based on instruments and relate it with important concepts, completely

Rubrics for Viva-voce (20 Marks)

CLO3: Demonstrate the ability to lead and work in teams to achieve desired goals
*PLO2: Demonstrate ability to work in teams to achieve desired goals

Competencies	Traits/Performance Indicators (PI)
Be able to participate collaboratively and responsibly in teams and contribute positively to achieve common goals.	3.1 Working with others: Shares with, and supports the efforts of others. Implements the norms of practice (e.g. rules, roles, charters, agendas, etc.) of effective team work to accomplish a goal. 3.2 Individual Contribution: Routinely provides useful ideas when participating in groups. 3.3 Attitude: Never publicly critical of the work of others. Always has a positive attitude about the tasks.

Traits	Below Expectations (Below 35%)	Meets Expectations (35%-below 70%)	Exceeds Expectation (Above 70%)
Working with others	Rarely listens to, shares with, and supports the efforts of others. Often is not a good team player	Usually listens to, shares, with, and supports the efforts of others.	Almost always listens to, shares with, and supports the efforts of others. Tries to keep people working well together.
Individual contribution	Rarely provides useful ideas and takes initiative when participating in a group task. May refuse to participate	Usually provides useful ideas and takes initiative when participating in a group task. A strong group member who tries hard	Routinely provides useful ideas and takes initiative when participating in a group task. A leader who contributes a lot of effort
Attitude	Is often publicly critical of the project or the work of other members of the group. Is often negative about the task(s)	Is rarely publicly critical of the project or the work of others. Often has a positive attitude about the task(s)	Is never publicly critical of the project or the work of others. Always has a positive attitude about the task(s)

*To be used in writing AOL report

Assessment Component: End-Term (40Marks)

CLO1: Apply relevant conceptual frameworks to business situations
CLO2: Develop self-awareness for interpersonal effectiveness.

Competencies	Traits/Performance Indicators (PI)
Be able explain the concepts and apply in the given situation	4.1 Critical Thinking and Application

Traits	Below Expectations (Below 35%)	Meets Expectations (35%-below 70%)	Exceeds Expectation (Above 70%)
Critical Thinking and Application	Lacks depth of understanding and application of the concepts.	Demonstrates understanding of all aspects of the subject	Is able to critically think and analyze resulting in sound application

***Max-** Maximum Points, **BE**- Below Expectations, **ME**-Meets Expectations, **EE-**Exceeds Expectations

11. Time budgeting in course planning:
Please note that while assigning activities and planning teaching schedules following table may be of help. The weightage of items in the table is prescriptive and may vary according to course requirement, yet it is indicative of how student time per course can be budgeted:

Activity	Description	Time Budgeted
Classes	2-3 hours per week for 12 weeks	30 hours
Reading	Prescribed readings and making notes	30 hours
Planning & executing group activity	Group exercise	15 hours
Preparation of assignment & personal portfolio	Reading and writing	15 hours
Study and revision for quiz and end of Trimester examination	Self-preparations	15 hours
TOTAL		105 hours

12. Academic Conduct:
Students will be expected to maintain a daily log of their learning and make an action plan. The continuous evaluation tools would be implemented as per schedule and collected for evaluation. Students are encouraged to visit videos available on Impartus, you tube on TED talks, and readings available at websites like course era, etc.

Institute's Policy Statements
It is the responsibility of every student to be aware of the requirements for this course, and   understand the specific details included in this document. It is emphasized that this course requires   a significant commitment outside of formal class contact. The learning tasks in this course may   include classes (lectures or seminars), required reading, the preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an   assignment, test or examination.

LMS-Moodle/Impartus:
LMS-Moodle/Impartus is used to host course resources for all courses. Students can download lecture, additional reading materials, and tutorial notes to support class participation.

Late Submission
Assessment tasks submitted after the due date, without prior approval/arrangement, will be not be accepted. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines on basis of cumulative reduction of marks per day as stated by course instructor.

Plagiarism
Plagiarism is looked at as the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person. Cases of plagiarism will be dealt with according to Plagiarism Policy of the institute. It is advisable that students should read Student Handbook for detailed guidelines. It is also advisable that students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalized equally; an exception will be if the student can demonstrate the work is their own and they took reasonable care to safeguard against copying.

List of PLOs
PLO1: Communicate effectively
PLO2: Demonstrate ability to work in teams to achieve desired goals
PLO3: Reflect on business situations and apply relevant conceptual frameworks
PLO4: Evaluate different ethical perspectives
PLO5: Comprehend sustainability issues
PLO6: Exhibit innovative and creative thinking

List of GAs
GA1: Self-initiative
GA2: Deep discipline knowledge
GA3: Critical thinking and Problem solving
GA4: Humility, Team-Building and Leadership Skills
GA5: Open and Clear Communication
GA6: Ethical competency and sustainable mindset
GA7: Entrepreneurial and innovative