Course Information:

Course Code and title	HR101, Organizational Behavior
Credits	3
Term and Year	I Term, 2019-20
Course Pre-requisite(s)	
Course Requirement(s)	key terms (pre reads)*
Course Schedule (day & time of class)	As per Time Table Slot
Classroom # (Location)	As per Time Table or as Notified by PMC
Course Instructor	Prof. Shalini Srivastava, Prof. Rahul Singh, Prof. Abdul Qadir
Course Instructors' Email	shalini.srivastava@jaipuria.ac.in; rahul.s@jaipuria.ac.in; abdul.qadir@jaipuria.ac.in
Course Instructor Phone (Office)	0120-4638300, Ext. 345, 221, 381
Student Consultation Hours	As Notified by PMC or with Prior Permission
Office location	Faculty Area 1st & 2nd Floor and Office Opp. IT Lab 1

*Will be shared with students.

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 behavior in organizations.

Organizational Behavior course is designed to shape personal and interpersonal dynamics for individual's effectiveness, to develop 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 to 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: Illustrate the key concepts in organizational behavior.
CLO2: Develop self-awareness for interpersonal effectiveness.
CLO3: Analyze one's ability to lead and work in teams.

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

	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5	PLO 6	PLO-7	PLO-8
CLO1			X					
CLO2	X							
CLO3		X						

4. Mapping of CLOs with Graduate Attributes (GAs)

	GA 1	GA 2	GA 3	GA 4	GA 5	GA 6	GA 7	GA 8
CLO 1		X						
CLO 2			X					
CLO 3				X				

5. Prescribed Text

Stephen P. Robbins, Timothy A. Judge & Niharika Vohra (2014). *Organisational Behaviour. (14th edition).* New Delhi. Pearson.

6. Additional Resources:

a. Nelson, Quick & Khandelwal (2011), ORGB, 2nd Edition, Cengage Learning, New Delhi.

b. Parikh, Margie and Gupta, Rajen (2010) Organizational Behaviour, Tata McGraw Hill: New Delhi.

c. McShane, Steven L.; Von Glinow, Mary A. and Sharma, Radha R. (2005) Organizational Behavior, 5th Edition, Tata McGraw Hill: New Delhi

d. 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 student 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
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	Ch. 7	Class Discussion
7	Motivation: Application	The learner will be able to motivate self and others.	1&2	Case: *As per course instructor*	Case Discussion

Module II: Interpersonal Relationship

8	Emotional Intelligence	The learner would be able to understand the importance of emotional intelligence	1&2	Instructor notes	Discussion
9	Interpersonal Relationship	The learner will be able to map interpersonal need and pattern in self and others.	1&2	Ch. 10	Discussion & Instrument: FIRO-B
10	Understanding Conflict & Conflict Managing styles	The learner will be able to map reasons for conflict and own style of handling conflict.	1&2	Ch. 14	Class Discussion & Instrument: Knowing your conflict handling style
11	Negotiation	The students will be able to use negotiation techniques in interpersonal relationship.	1&2	Text Ch.14	Discussion & Role play: Buying Furniture/ as per course instructor
12	Stress Management	The students would understand the reasons and reactions to stress at workplace	1&2	Instructor notes	Discussion

Module : III Group Dynamics & Team Building

13	Group Dynamics	The learner will be able understand properties of groups like roles, norms, Status, size & Cohesiveness.	1 &3	Text, Ch.9 Case: The Dangers of Group Think	Case Discussion
14	Decision Making in Groups	The learner will be able to Analyze patterns of behavior in self and in others and build consensus in groups	1 &3	Text Ch.9	Instrument: Desert Survival
15	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					
16	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, Ch13	Case Study: Instructor's Choice
17	Leadership Approaches	The learner will be able to interpret styles of leadership.	1 &3	Text Ch 12	Discussion and Instrument : Your style of Leadership
18	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	Student presentation on corporate leaders
Module V: Organisational Dynamics					
19	Organisation Structure	The learner will be able to define dimensions of organisation Structure, & reasons for difference in structure.	1&3	Text Ch15	Video, Impromptu Exercise
20	Organisation Design options & implications of different design in reporting relationship	The learner will be able use design options & implications of different designs.	1&3	Text Ch15	**Guest Session**
21	Organisational Culture	The learner will understand common characteristics of organisational culture.	1&3	Text Ch16	Discussion & Activity: Rate your Institute's or classroom Culture
22	Organisational Change	The learner will be able to identify forces of change and Kurt Lewin Model of change.	1&3	Text Ch 17	Discussion
23&24	Group Presentations	Presentations on Group Activity linked with OB topics will consolidate learning from course	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.	Group Presentation.	Group Activity	20%	3	23rd & 24th Session
3.	Quiz	LMS	20%	1	8th & 21st session
4.	End Term Examination	Hall Exam	40%	1, 2	Week 12

Assessment Task 1:

1) Assessment Details: Students are required to construct individual personal profile which will be a self-assessment Portfolio based on the instruments; Johari Window, MBTI, Knowing Your Conflict Handling Style and Self-leadership Style Questionnaire.
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 assessment, instruments will be returned.

Assessment Task 2: Group Activity

1) Assessment Details: Group Activity will be assigned by the course instructor. Study group (Learning Teams) members are required to work collaboratively in team and submit report on the activity and outcome. Suggested activities are:
a. Social awareness projects like Traffic Rules Awareness, Cleanliness Drive, Physical Fitness, etc.
b. Club Activities like HR Conclave, HR Quiz, Debate, Panel Discussion, etc.
2) Criteria used to grade this task: Team Work, Application and Skill
3) Task Assessor: Internal Faculty and Students (peer group)
4) Submission Detail: Soft Copy & Hard copy (for validation, if required)
5) Feedback: Script cannot be returned, but feedback will be given immediately after assessment.

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 Exam.

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: End of term
5) Submission details: Hall Examination
6) Feedback and return of work: Feedback during showing of answer scripts and the answer scripts will not be returned.

8. 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

Rubric for CLOs

CLOs	Below Expectations	Meets Expectations	Exceeds Expectations
CLO 1 Illustrate the key concepts in organizational behaviour.	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 Analyze one's ability to lead and work in teams.	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

Rubrics for Self-Assessment Report

CLO2: Develop self-awareness for interpersonal effectiveness

Criteria	Below Expectations	Meets Expectations	Exceeds Expectations
Able to do instruments Max. Marks: 5 (BE <2, ME- 3-4 EE =5)	Not able to administer instruments.	Able to administer instruments to some extent	Able to administer instruments completely
Able to interpret instruments Max. Marks: 5 (BE <2, ME- 3-4 EE =5)	Not able to interpret instruments	Able to interpret instruments to some extent	Able to interpret instruments completely
Able to do self-analysis based on instruments and relate it with important concepts. Max. Marks: 10 (BE <4, ME- 5-8 EE >8)	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 Group Presentation

CLO3: Analyze one's ability to lead and work in teams.

Criteria	Below Expectations	Meets Expectations	Exceeds Expectations
Able to reflect individually on leadership and dynamics of group activity in reflection report. (Peer Feedback) Max. 5 (BE <2, ME- 2-4, EE >4)	Follows very less directions in group formation, team leader selection and conflict management within group.	Follows some directions in group formation, team leader selection and conflict management within group.	Follows most directions in group formation, team leader selection and conflict management within group.
Able to work collaboratively and lead team in group activity (Presentation). Max. 15 (BE <6, ME-6-12, EE >12)	Lacks depth of understanding while working and leading in team. Team effectiveness is not satisfactory.	Demonstrates some understanding of working and leading in team and so the team is found to be effective in group activity to some extent.	The teamwork was highly effective and the team members displayed cohesiveness with team leader and together achieved the goals.

Rubrics for Quiz

CLO1: Illustrate the key concepts in organizational behaviour.

Criteria	Below Expectations	Meets Expectations	Exceeds Expectations
Conceptual Understanding Max. Marks: 20 (BE <5, ME- 6-14 EE >15)	Little or no conceptual understanding of concepts	Many of concepts are clear and understood well	Majority of the concepts are clear

Rubrics for End-Term

CLO1: Illustrate the key concepts in organizational behaviour.
CLO2: Develop self-awareness for interpersonal effectiveness.

Criteria	Below Expectations	Meets Expectations	Exceeds Expectations
Critical Thinking and Application Max. 40 (BE <15, ME- 15-30, EE >30)	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

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

PLO 1: Communicate effectively and display inter-personnel skills
PLO 2: Demonstrate Leadership and Teamwork towards achievement of organizational goals
PLO 3: Apply relevant conceptual frameworks for effective decision-making
PLO 4: Develop an entrepreneurial mindset for optimal business solutions
PLO 5: Evaluate the relationship between business environment and organizations
PLO 6: Demonstrate sustainable and ethical business practices
PLO 7: Leverage technologies for business decisions
PLO 8: Demonstrate capability as an Independent learner

List of GAs

GA 1: Self-initiative
GA 2: Deep discipline knowledge
GA 3: Critical thinking and Problem solving
GA 4: Humility, Team-Building and Leadership Skills
GA 5: Open and Clear Communication
GA 6: Global outlook
GA 7: Ethical competency and sustainable mindset
GA 8: Entrepreneurial and innovative