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NMAC
NATIONAL ASSESSMENT AND
ACCREDITATION COUNCIL



IV SEMESTER BBA

CALICUT UNIVERSITY

ORGANIZATIONAL BEHAVIOUR

2024 ADMISSION

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CPA COLLEGE OF GLOBAL STUDIES, PUTHANATHANI

UNIVERSITY OF CALICUT

BACHELOR OF BUSINESS ADMINISTRATION

TITLE OF COURSE: BBA4CJ206- ORGANIZATIONAL BEHAVIOUR

SIXTH SEMESTER

LECTURES HOURS PER WEEK: 3

NO. OF CREDITS: 4

NO. OF CONTACT HOURS: 75 HOURS

OBJECTIVES OF THE COURSE

- **To familiarize the students with the basic concepts of individual behaviour and organizational behaviour**
- **To enable the students to catch an idea about interpersonal and group behaviour**
- **To acquire knowledge regarding the organizational change and organizational development**

LEARNING OUTCOMES

On learning the course, the students will be able to

- **Understand the different concepts of organizational behaviour**
- **Analyse individual and group behaviour**
- **Understand and deal with organizational change, development and stress.**



MODULE I: Foundations of Organizational Behaviour

Definition & Evolution

- **Organizational Behaviour (OB):** Study of how individuals and groups behave in organizations.
- **Goals:**
 - Explain, predict, and control behaviour
- **Evolution:**
 - Classical → Behavioural → Modern approaches

Current Trends

- Globalization
- Workforce diversity
- Remote work & gig economy
- AI & automation

Theoretical Perspectives

- **Classical Theories**
 - Frederick Taylor – Scientific Management
 - Henri Fayol – Administrative Principles
- **Modern Theories**
 - Systems Approach
 - Contingency Approach

Applications of OB

- Employee engagement
- Leadership effectiveness
- Organizational change
- HR practices

Impact of Technology

- Automation
- Virtual teams
- Digital communication

Ethics & Sustainability

- Corporate Social Responsibility (CSR)
- Ethical leadership
- Work-life balance

MODULE II: Individual Behaviour in Organizations

Personality

- **Definition:** Unique traits influencing behavior
- **Theories:**
 - Psychoanalytic – Sigmund Freud



- Trait Theory (Big Five)
- **Workplace relevance:**
 - Job fit
 - Performance

Motivation Theories

- **Maslow's Hierarchy**
 - Physiological → Safety → Social → Esteem → Self-actualization
- **Herzberg's Two-Factor Theory**
 - Hygiene vs Motivators
- **Equity Theory**
 - Fairness perception affects motivation

Learning & Decision-Making

- **Learning Theories:**
 - Behavioral
 - Social Learning – Albert Bandura
- **Decision-Making Models:**
 - Rational model
 - Bounded rationality – Herbert Simon
 - Intuitive model

Emotional Intelligence (EI)

- **Components:**
 - Self-awareness
 - Self-regulation
 - Empathy
 - Social skills
- **Importance:**
 - Leadership
 - Conflict management

MODULE III: Group Dynamics & Team Building

Group Development

- **Stages (Tuckman Model):**
 - Forming
 - Storming
 - Norming
 - Performing
- **Group Norms & Roles**

Team Building

- Characteristics of high-performing teams:
 - Clear goals
 - Trust
 - Accountability



- **Conflict Types:**
 - Task conflict
 - Relationship conflict
- **Conflict Resolution:**
 - Avoiding
 - Competing
 - Collaborating

Leadership Theories

- **Contingency Theory**
- **Transformational Leadership**
- **Transactional Leadership**
- **Behavioural Theories**
- **Leadership Styles:**
 - Autocratic
 - Democratic
 - Laissez-faire
- **Modern styles:**
 - Coaching
 - Situational Leadership

MODULE IV: Communication & Conflict Resolution

Communication

- Process: Sender → Message → Receiver → Feedback
- **Barriers:**
 - Noise
 - Language
 - Perception
- **Types:**
 - Verbal
 - Non-verbal
 - Digital communication

Conflict & Negotiation

- **Causes of Conflict:**
 - Resource scarcity
 - Goal differences
- **Negotiation Types:**
 - Distributive
 - Integrative
- **Strategies:**
 - Win-win approach

Organizational Culture & Change

- **Culture:** Shared values & beliefs



- **Change Management:**
 - Resistance to change
 - Strategies:
 - Communication
 - Participation
 - Training

Feedback

- Importance:
 - Performance improvement
- **Types:**
 - Positive
 - Constructive
- **Techniques:**
 - SBI (Situation–Behaviour–Impact)

Communication Strategy

- Internal communication planning
- External communication strategy
- Stakeholder engagement