

**Institute of Administrative Sciences**  
**Faculty of Business, Economics, and Administrative Sciences**  
**University of the Punjab, Lahore**  
**Course Outline**



|  |  |                    |                |                             |   |
|--|--|--------------------|----------------|-----------------------------|---|
| <b>Programme</b>   | BS Management                                | <b>Course Code</b> | <b>MGT-202</b> | <b>Credit Hours</b>         | 3 |
| <b>Course Title</b>  | <b>Organizational Design &amp; Behaviour</b> |                    |                |                             |   |
| <b>Course Introduction</b>   |  |                    |                |                             |   |
| <p>Organizational behaviour deals with fundamental theories and principles of organizations. It seeks to understand, explain, and improve human behaviour in organizations. The purpose of this course is to study human behaviour in organizations at the individual and group levels. Effective management of human resources within organizations requires an understanding of various behaviours and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.</p> <p>The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. Specific attention will be given to using Organizational Behaviour concepts for developing and improving interpersonal skills.</p> |  |                    |                |                             |   |
| <b>Learning Outcomes</b>   |  |                    |                |                             |   |
| <p>On the completion of the course, the students will:</p> <ul style="list-style-type: none"> <li>• have a thorough understanding of how individuals behave in organizational structure</li> <li>• develop good interpersonal skills and leadership skills through discussions and activities</li> <li>• develop skills in communicating ideas, in developing and presenting arguments</li> <li>• learn how organizations shape employee attitudes and how this in turn shapes performance</li> <li>• be able to describe the types of organizational structures managers can design, and explain why they choose one structure over another</li> <li>• understand conflict management strategies that managers can use to resolve organizational conflict effectively</li> </ul>  |  |                    |                |                             |   |
| <b>Course Content</b>  |  |                    |                | <b>Assignments/Readings</b> |   |
| <b>Week 1</b>  | <b>Unit-I Introduction</b>                   |                    |                | Cha 1 of textbook           |   |
|  | 1.1 What is Organizational Behaviour?        |                    |                |                             |   |
| 1.1.1 Management & OB  |  |                    |                |                             |   |
| 1.1.2 Importance of Management skills  |  |                    |                |                             |   |
| 1.1.3 Challenges & Opportunities   |  |                    | Cha 2          |                             |   |
| <b>Unit-II The Individual</b>  |  |                    |                |                             |   |

|               |   |       |
|---------------|---|-------|
|               | <p>2.1 Diversity in Organizations</p> <p>2.1.1 Biographical Characteristics</p> <p>2.1.2 Ability</p> <p>2.1.3 Implementing Diversity management strategies</p> <p>2.1.4 Case Study</p>                                    |       |
| <b>Week 2</b> | <p><b>Unit-III The Individual</b></p> <p>3.1 Attitudes &amp; Job Satisfaction</p> <p>3.1.1 Job Attitudes</p> <p>3.1.2 Job Satisfaction</p> <p>3.1.3 Causes &amp; outcomes of Job satisfaction</p> <p>3.1.4 Case study</p> | Cha 3 |
|               | <p><b>Unit-IV The Individual</b></p> <p>4.1 Emotions &amp; Moods</p> <p>4.1.1 Introduction</p> <p>4.1.2 Concepts relationships involved</p> <p>4.1.3 Emotions &amp; moods applications</p> <p>4.1.4 Case study</p>        | Cha 4 |
| <b>Week 3</b> | <p><b>Unit-V The Individual</b></p> <p>5.1 Personality &amp; Learning</p> <p>5.1.1 Introduction</p> <p>5.1.2 Personality Frameworks</p> <p>5.1.3 Personality Attributes</p> <p>5.1.4 Learning</p> <p>5.1.5 Case study</p> | Cha 5 |
|               | <p><b>Unit-VI The Individual</b></p> <p>6.1 Values</p>  | Cha 6 |

|               |  |        |
|---------------|--|--------|
|               | <p>6.1.1 Introduction</p> <p>6.1.2 Linking personality &amp; values</p> <p>6.1.3 Cultural Values</p>   |        |
| <b>Week 4</b> | <p><b>Unit-VII The Individual</b></p> <p>7.1 Perception &amp; Individual Decision Making</p> <p>7.1.1 Introduction</p> <p>7.1.2 Theories related to it</p> <p>7.1.3 Decision making in organizations</p> <p>7.1.4 Case study</p> | Cha 7  |
|               | <p><b>Unit-VIII The Individual</b></p> <p>8.1 Motivation Concepts</p> <p>8.1.1 Intro &amp; early theories</p> <p>8.1.2 Contemporary theories</p> <p>8.1.3 Job Engagement</p> <p>8.1.4 Case study</p>                             | Cha 8  |
| <b>Week 5</b> | <p><b>Unit-IX The Individual</b></p> <p>9.1 Motivation: From Concepts to Applications</p> <p>9.1.1 The Job characteristic Model</p> <p>9.1.2 Job redesign</p> <p>9.1.3 Strategies of motivating</p> <p>9.1.4 Case study</p>      | Cha 9  |
|               | <p><b>Unit-X The Group</b></p> <p>10.1 Foundations of Group Behavior</p> <p>10.1.1 Defining &amp; classifying groups</p> <p>10.1.2 States of group development</p>   | Cha 10 |
| <b>Week 6</b> | <p><b>Unit-X The Group</b></p> <p>10.1.3 Group properties</p>  | Cha 10 |

|               |   |        |
|---------------|---|--------|
|               | <p>10.1.4 Equity theory</p> <p>10.1.5 Organizational justice</p> <p>10.1.6 Case study</p>   |        |
|               | <p><b>Unit-XI The Group</b></p> <p>11.1 Understanding work teams</p> <p>11.1.1 Introduction</p> <p>11.1.2 Types of teams</p> <p>11.1.3 Creating effective teams</p> <p>11.1.4 Case study</p>          | Cha 11 |
| <b>Week 7</b> | <p><b>Unit-XII The Group</b></p> <p>12.1 Communication</p> <p>12.1.1 Introduction</p> <p>12.1.2 Modes of communication</p> <p>12.1.3 Barriers to effective communication</p> <p>12.1.4 Case study</p> | Cha 12 |
|               | <p><b>Unit-XIII The Group</b></p> <p>13.1 Leadership</p> <p>13.1.1 Trait theories</p> <p>13.1.2 Behavioral theories</p> <p>13.1.3 Contingency theories</p>  | Cha 13 |
| <b>Week 8</b> | <p><b>Unit-XIII The Group</b></p> <p>13.1.4 Contemporary theories of leadership</p> <p>13.1.5 Responsible Leadership</p> <p>13.1.6 Challenges</p> <p>13.1.6 Case study</p>                            | Cha 13 |
|               | <p><b>Unit-XIV The Group</b></p> <p>14.1 Power &amp; Politics</p>   | Cha 14 |

|                |  |        |
|----------------|--|--------|
|                | <p>14.1.1 Power &amp; leadership</p> <p>14.1.2 Bases of power</p> <p>14.1.3 Power tactics</p>  |        |
| <b>Week 9</b>  | <p><b>Unit-XIV The Group</b></p> <p>14.1.4 Politics &amp; power</p> <p>14.1.5 Causes &amp; consequences of political power</p> <p>14.1.6 Case study</p>  | Cha 14 |
|                | <p><b>Unit-XV The Group</b></p> <p>15.1 Conflict &amp; Negotiation</p> <p>15.1.1 Definition</p> <p>15.1.2 The conflict process</p> <p>15.1.3 Negotiation</p> <p>15.1.4 Case study</p>  | Cha 15 |
| <b>Week 10</b> | <p><b>Unit-XVI The Organization System</b></p> <p>16.1 Foundations of Organization Structure</p> <p>16.1.1 Introduction</p> <p>16.1.2 Common organizational frameworks &amp; Structures</p> <p>16.1.3 Organization designs and employee behaviour</p> <p>16.1.4 Case study</p> | Cha 16 |
|                | <p><b>Unit-XVII The Organization System</b></p> <p>17.1 Organizational Culture</p> <p>17.1.1 what do cultures do?</p> <p>17.1.2 Learning culture</p> <p>17.1.3 Influencing organizational culture</p>  | Cha 17 |
| <b>Week 11</b> | <b>Unit-XVIII The Organization System</b>  | Cha 18 |

|  |  |                  |  |
|--|--|------------------|--|
|  | 18.1 Organizational Change & Stress Management |                  |  |
|  | 18.1.1 Change                                  |                  |  |
|  | 18.1.2 Resistance to change                    |                  |  |
|  | 18.1.3 Managing organizational change          |                  |  |
|  | <b>Unit-XIX The Organization System</b>        |                  |  |
|  | 18.1.4 Stress at work                          | Cha 18           |  |
|  | 18.1.5 Consequences of stress at work          |                  |  |
|  | 18.1.6 Managing stress                         |                  |  |
|  | 18.1.7 Case study                              |                  |  |
| <b>Week 12</b>   | Individuals & Group Presentations              |                  |  |
| <b>Week 13</b>   | Individuals & Group Presentations              |                  |  |
|  | Individuals & Group Presentations              |                  |  |
| <b>Week 14</b>   | Individuals & Group Presentations              |                  |  |
|  | Individuals & Group Presentations              |                  |  |
| <b>Week 15</b>   | Individuals & Group Presentations              |                  |  |
| <b>Week 16</b>   | Final Project Submission & Viva                |                  |  |
|  | Final Project Submission & Viva                |                  |  |
| <b>Textbooks and Reading Material</b>  |  |                  |  |
| <b>Textbook</b>  |  |                  |  |
| 4. Robbins, S. P., Judge, T. A., & Vohra, N. (2018). <i>Organizational behavior 16e</i> . Pearson.   |  |                  |  |
| <b>Teaching Learning Strategies</b>  |  |                  |  |
| This course makes use of interactive teaching and learning strategies which engage students to promote critical and reflective thinking, research and evaluation skills that will help them become better learners and enhance their skill set. Students will use personal and social capability to collaboratively work with others in learning activities, appreciate their own strengths and abilities and those of their peers, enabling them to develop a range of interpersonal skills such as communication, negotiation, teamwork, leadership and an appreciation of diverse perspectives. |  |                  |  |
| <b>Assignments: Types and Number with Calendar</b>   |  |                  |  |
| Will be decided by the course instructor   |  |                  |  |
| <b>Assessment</b>  |  |                  |  |
| <b>Sr. No.</b>   | <b>Elements</b>                                | <b>Weightage</b> | <b>Details</b>                                       |
| 1.   | Midterm Assessment                             | 35%              | Written Assessment at the mid-point of the semester. |

|    |                      |     |  |
|----|----------------------|-----|--|
| 2. | Formative Assessment | 25% | Continuous assessment includes: Classroom participation, assignments, presentations, viva voce, attitude and behavior, hands-on-activities, short tests, projects, practical, reflections, readings, quizzes etc.                                      |
| 3. | Final Assessment     | 40% | Written Examination at the end of the semester. It is mostly in the form of a test, but owing to the nature of the course the teacher may assess their students based on term paper, research proposal development, field work and report writing etc. |