

Programme	BBA	Course Code	BBA-214	Credit Hours	3
Course Title	Behavioral Sciences for Management				
Course Introduction					
<p>The course moves progressively through individual, group, and organizational levels of behavior drawing on concepts and practices from the field of Organizational Behavior (OB). It also examines the interrelationship of behavioral phenomena among these levels. Studying OB provides a basic understanding of your own and others' behavior, particularly in teams. It enhances your ability to communicate and work effectively with others, core skills of leadership. Our goal is to help you strengthen your people management skills so you can be a successful leader in any field you choose.</p>					
Learning Outcomes					
<p>After taking this class, students should be able to:</p> <ol style="list-style-type: none"> 1. Describe and apply motivation theories to team and organizational scenarios in order achieve a team's or an organization's goals and objectives. 2. Explain the effect of personality, attitudes, perceptions and attributions on their own and other's behaviors in team and organizational settings. 3. Analyze and apply leadership theories and better understand their own leadership style. 4. Analyze bases of power and influence tactics and their impact on achieving their own personal career goals and the organization's objectives. 5. Identify and apply tactics for resolving conflict and handling interpersonal communication in work groups. 6. Describe how organizational cultures are formed and sustained, and the benefits and liabilities of strong organizational cultures and subcultures. 7. Describe the determinants and elements of organizational structure and its impact on an organization's performance. 8. Explain and apply a variety of organizational change methods to improve employee, team and organization performance. 					
Course Content				Assignments/Readings	
Week 1	<p>Introduction to the Class Introduction of the Course Main Concepts of Organizational Behavior (OB) Manager, its roles, skills needed and challenges faced by today's managers.</p>			<p>Note: the students are assigned two books to go through which they are to present during any week after mid-term exams:</p> <ol style="list-style-type: none"> 1- Seven Habits of Highly effective people by Stephen Covey 2- How to win and influence people by Dale Carnegie <p>These books are recommended at international level and related to the 3-5 objectives of the course outline.</p>	

<p>Week 2</p>	<p>Revision of Managerial Roles and skills History of Management including Pre-classical approach, Classical Approach (scientific management and general administrative theory), Quantitative approach, Contemporary approach and Behavioral approach (which starts the concepts of Organizational Behavior) Importance of OB in today's era</p>	<p>Text Book</p>
<p>Week 3</p>	<p>Understanding organizational culture Dimensions of organizational culture, its implications and creating various kinds of cultures in an organization, how culture is developed and how managers and employees can learn it. Basics of creating customer focused, learning, ethical culture and workplace spirituality. Understanding about the basic concepts of organizational structure and design</p> <p><u>Case study:</u> Linda Ronnie, (2017) "Leadership challenges at Fritz Publishing", <i>Emerald Emerging Markets Case Studies</i>, Vol. 7 Issue: 3, pp.1-17, https://doi.org/10.1108/EEMCS-04-2016-0049</p>	<p>Text book/Class work</p>
<p>Week 4</p>	<p>Organizational diversity Level of diversity, Discrimination, Stereotyping, stereotyping threat, Forms of discrimination at the workplace Biographical characteristics, and Other differencing characteristics of discrimination such as tenure, religion etc. Ability and intellectual abilities along with its forms</p> <p><u>Case study:</u> Singh, E.P., Doval, J. and Halan, D. (2023), "Zerial Education", <i>Emerald Emerging Markets Case Studies</i>, Vol. 13 No. 3. https://doi.org/10.1108/EEMCS-05-2023-0175</p>	<p><i>Chapter 2 from Organizational Behavior 18th edition + Class work and assignment how to search the relevant material.</i></p>
<p>Week 5</p>	<p>Attitude and its components, cognitive dissonance Various attitudes from research point of view including Perceived organizational support Job satisfaction & Job involvement Organizational commitment</p>	<p>Class exercise: The students were taught to find what the above-mentioned attitudes and behaviors are, their development, their predictors and their potential outcomes. <i>Chapter 3 from Organizational Behavior 18th edition + Research Articles</i></p>
<p>Week 6</p>	<p>Employee Engagement Organizational citizenship behavior Counterproductive work behavior Life satisfaction Turnover intention and Turnover Workplace incivility</p>	<p>Class exercise: The students will be asked to present their findings (research based) about the said attitudes and behaviors. Further, for their better understanding the teacher will correct the students and let</p>

	<p>Case study: <u>Mohammad, J., Quoquab, F., Bt Rashid, N., Bt Rashid, N.A., Bt Osman, F., and Hamka Wan Shamsudin, W.M. (2018), "I'll do whatever I want . . . who are you to prohibit me? A tattle tale of workplace deviance", Vol. 8 No. 1. https://doi.org/10.1108/EEMCS-06-2016-0124</u></p>	<p>them know what was to be asked and expected from them. In nutshell, the course aims to cover the chapter in more detail with real time case of how workplace discrimination affects employees' attitudes and behavior at the workplace.</p>
Week 7	<p>Decision Problem Decision making process Decision making approaches (Rationality, bounded rationality, Intuition) Decision making conditions (Certainty, Risk, Uncertainty) Errors in Decision Making</p>	<p>Chapter 6 from Organizational Behavior (18th Edition)</p>
Week 8	<p>What are Emotions and Moods Affect, emotions, moods, positive affect, negative affect, moral emotions, positive and negative moods. Do emotions make us irrational? Do emotions make us ethical? Sources and emotions and Moods such as: personality, time of the day, day of the week, weather, stress, social activities, sleep, exercise, age, gender etc.</p> <p>Emotional Labor, felt and display emotions Surface acting and Deep acting Emotional Dissonance</p> <p>Affect Event Theory Emotional Intelligence (EI) Emotion Regulation and its techniques (mindfulness, cognitive reappraisal or reframing)</p>	<p>Chapter 4 from Organizational Behavior (18th Edition)</p>
Week 9	<p>Personality Components of personality The Myers-Briggs Type Indicators (MBTI) Personality test assessment from MBTI model The Big Five Personality Model Personality test assessment from Big Five Model The Dark Triad Personality assessment test of Dark Triad Core-self evaluations, Self-monitoring, Proactive Personality</p>	<p>Text Book/ Class Discussions Personality test assessments</p>
Week 10	<p>The Dark Triad Personality assessment test of Dark Triad Core-self evaluations, Self-monitoring, Proactive Personality How various personality traits can affect employees job-related outcomes Person organization fit Person job fit</p>	<p>Text Book/ Class Discussions Personality test assessments</p>

<p>Week 11</p>	<p>Motivation: Intrinsic and Extrinsic Motivation Content and Process Theories of Motivation Topics/Theories Covered: Maslow’s Hierarchy of Needs <i>Theory X and Y</i></p>	<p>Text Book/ Class discussion/ Articles/ Handouts</p>
<p>Week 12</p>	<p>Motivation-Hygiene Theory ERG Theory Goal-Setting Theory Classic Reinforcement Theory Job Design Theory Equity Theory</p>	<p>Text Book/ Class discussion/ Articles / Handouts</p>
<p>Week 13</p>	<p>Leadership in team-based environment What leadership is? How it is different from Management Topics/Theories Covered: Traits Theories of Leadership Behavioral Theories of Leadership Employee-Oriented vs. Production- Oriented Leader Contingency Theories of Leadership Cognitive Resource Theory Hersey and Blanchard’s Situational Leadership Theory Finding and Creating Effective Leaders Research Article: (2014), "Leadership is about what we deliver: Shaping culture, creating patterns of success", <i>Strategic Direction</i>, Vol. 30 No. 2, pp. 24-26. https://doi.org/10.1108/SD-02-2014-0007</p>	<p>Research based approach/handouts/ Text book</p>
<p>Week 14</p>	<p>Leader–Member Exchange Theory Contemporary Issues in Leadership Trust and Leadership Transactional and Transformational Leadership Characteristics of Charismatic Leaders Ethical Leadership Paternalistic Leadership Gritty leadership Ebullient leadership Shared leadership/ humble/ authentic leadership</p>	<p>Research based approach/handouts/ Text book</p>
<p>Week 15</p>	<p>Dark side of leadership, Abusive, toxic, narcissist, Despotic Conflict and Negotiation Transitions in Conflict Thought Functional and Dysfunctional Conflict Types of Conflict The Conflict Process Dimensions of Conflict-Handling Intentions Conflict-Intensity Continuum Conflict Management Techniques Negotiation and Bargaining Strategies The Negotiation Process Role of Personality Traits in Negotiation Third-Party Negotiations</p>	<p>Research articles/text books / Cases</p>

Week 16	Organizational Change and Stress Management Forces for Change Managing Planned Change Resistance to Change Sources of Individual Resistance to Change Sources of Organizational Resistance to Change Overcoming Resistance to Change Lewin's Three-Step Change Model Kotter's Plan for Implementing Change Organizational Development Techniques Learning Organization Creating and Managing a Learning Organization Work Stress and Its Management Potential Sources of Stress Consequences of Stress Stress Model and its implications	Text book/cases
Week 9		
<ul style="list-style-type: none"> • Textbooks. Organizational Behaviour - Stephen Robbins 16th Edition Organizational Behavior - Fred Luthans • Suggested Readings .1. Case studies / Research articles etc. <p>Note:</p> <ol style="list-style-type: none"> 1. It is preferable to use latest available editions of books. Mention the publisher & year of publication. 		
Teaching & Learning Strategies		
<ol style="list-style-type: none"> 1. Case study 2. Project 3. Interactive lectures with discussion 		
Assignments: Types and Number with Calendar		
<ol style="list-style-type: none"> 1. Presentations 2. Quiz 		