



ST. ALOYSIUS COLLEGE(AUTONOMOUS), JABALPUR

Reaccredited 'A++' Grade by NAAC(CGPA:3.58/4.00)

College with Potential for Excellence by UGC

DST-FIST Supported & STAR College Scheme by DBT

Session – 2025 -2026

APPLIED ECONOMICS

B.A. I SEMESTER

Paper- Multi / Inter-Disciplinary

Subject - Organizational Behavior

CO. No.	Course Outcomes	Cognitive Level
	After completing of this course; the student will be able to -	
CO1	To understand the concept of organizational behavior and the disciplines that contribute to it, with relevance to the Indian business context, including insights from the Upanishads and the Bhagavad Gita.	U
CO 2	To learn about individual behavior in organizations, covering topics like learning, motivation, personality, perception, and decision-making, and includes insights from Indian philosophical frameworks like the Guna Theory.	U
CO 3	Provides an understanding of group dynamics, work teams, and leadership, including Indian perspectives on these topics and insights from the Bhagavad Gita on leadership and duty.	U
CO 4	Teaches students about organizational culture and structure, including how to create a positive and ethical culture, and incorporates insights from the Natyashastra regarding performance and communication.	U
CO 5	Focuses on organizational change, conflict, and power, and includes insights from the Bhagavad Gita on team unity and collaboration as a form of power	U

Credit and Marking Scheme

	Credits	Marks		Total Marks
			External	
Theory	3		100	100
Total				

Evaluation Scheme

	Marks	
		External
Theory		1 External Exams (At the End of the Semester)





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Content of the Course

Theory

No. of Lectures (in hours per week):03

Total No. of Lectures:45

Maximum Marks: 100

Units	Topics	No. of Lectures
I	<p>1. INTRODUCTION: Concept of Organizational Behaviour (OB); Management roles, skills and activities; Disciplines that contribute to OB; Opportunities for OB (Globalization, Indian workforce diversity, customer service, innovation and change, networked organizations, work-life balance, people skills, positive work environment, ethics).</p> <p>2. Insights into Organizational Behaviour with its concepts as propounded in the Upanishads and the Bhagavat Geeta.</p> <p>3. Insights into Organizational Behaviour with its objectives and Organization concepts as propounded in the Rigveda- 10.191.</p> <p>Activities: Chart/Poster Making, Presentation.</p> <p>Keywords/Tags: Organisational Behavior (OB); Globalization; Innovation; Change; Networked Organizations: Work-Life Balance; People Skills; Environment; Ethics.</p> <p>1. परिचय: संगठनात्मक व्यवहार की अवधारणा, प्रबंध की भूमिकाएँ, कौशल एवं गतिविधियों, संगठनात्मक व्यवहार को योगदान देने वाले अनुशासन या विषय, संगठनात्मक व्यवहार के लिए अवसर (वैश्वीकरण, भारतीय श्रम शक्ति की विविधता, ग्राहक सेवा, नव प्रवर्तन एवं परिवर्तन, नेटवर्क युक्त संगठन, कार्य जीवन संतुलन, जन कौशल, अनुकूल कार्य पर्यावरण, नैतिकता)।</p> <p>2. उपनिषदों एवं भगवद्गीता में प्रतिपादित संगठनात्मक व्यवहार एवं इसकी धारणाओं संबंधी अन्तर्दृष्टि।</p> <p>3. ऋग्वेद-10.191 में प्रतिपादित संगठनात्मक व्यवहार के उद्देश्यों एवं संगठन की धारणाओं संबंधी अन्तर्दृष्टि।</p> <p>Activities: Chart/Poster Making, Presentation.</p> <p>कीवर्ड/टैग: संगठनात्मक व्यवहार: वैश्वीकरण: नव प्रवर्तन: परिवर्तन; ग्राहक सेवा व्यवहार, कार्य जीवन संतुलन जन कौशल; पर्यावरण नैतिकता।</p>	8





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II	<p>INDIVIDUAL BEHAVIOUR:</p> <ol style="list-style-type: none">1. Learning, attitude, and Job satisfaction: Concept of learning, conditioning, shaping, and reinforcement. Concept of attitude, components, behavior, and attitude. Job satisfaction: causation; impact of satisfied employees on the workplace.2. Motivation: Concept Theories (Hierarchy of needs, X and Y, Two factor, McClelland, Goal setting, Self-efficacy, Equity theory); Job characteristics model; Redesigning job and work arrangements; Employee involvement; Flexible benefits, Intrinsic rewards.3. Personality and Values: Concept of personality; Myers-Briggs Type Indicator (MBTI); Big Five model. Relevance of values; Indian values; Linking personality and values to the workplace (person-job fit, person-organization fit).4. Perception, Decision Making and Emotions: Perception and Judgements; Factors; Linking perception to individual decision making; Decision making in organizations, Ethics in decision making. Emotional labour; Emotional Intelligence.5. Insights into a philosophical framework like Guna Theory propounded in Somkhya in scriptures of Indian philosophy and Triguna in Ayurvedic Texts. <p>Keywords/Tags: Learning; Attitude: Job Satisfaction; Motivation; Personality: Values Perception Decision Making Emotions.</p> <p>Activities: Group Discussion.</p>	15
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II	<p>व्यक्तिगत व्यवहार:</p> <ol style="list-style-type: none">1. सीखना, मनोवृत्ति, कार्य संतुष्टि सीखने की अवधारणा, प्रशिक्षण, रचना एवं सुदृढीकरण। मनोवृत्ति की अवधारणा, घटक व्यवहार एवं मनोवृत्ति। कार्य संतुष्टि, कारण परिणाम में संबंध। कार्य स्थल पर संतुष्ट कर्मचारियों का प्रभाव।2. अभिप्रेरणा: अवधारणा, सिद्धान्त (आवश्यकताओं का अनुक्रम, एक्स एवं वाई दो साधन, मैक्कलेन्ड, लक्ष्य-स्थापना, आत्म प्रभावकारिता, समता सिद्धान्त), कार्य विशेषता मॉडल, कार्य पुनर्प्ररचना एवं कार्य अनुविन्यास, कर्मचारी सहभागिता, लोचशील लाभ, वास्तविक पुरस्कार।3. व्यक्तित्व एवं मूल्य: व्यक्तित्व की अवधारणा, मायर्स-ब्रिग्स टाइप संकेतक (एमबीटीआई), पाँच बड़े मॉडल, मूल्यों की प्रासंगिकता, भारतीय मूल्य, कार्य स्थल के लिए व्यक्तित्व एवं मूल्यों को जोड़ना (कार्य-उपयुक्त व्यक्ति, संगठन-उपयुक्त व्यक्ति)।4. बोध, निर्णयन तथा आवेग या भावनायें: बोध एवं निर्णय, घटक, व्यक्तिगत निर्णयन से बोध को जोड़ना, संगठनों में निर्णयन, निर्णयन में नैतिकता। भावनात्मक श्रम, भावनात्मक निपुणता।5. भारतीय दर्शन ग्रन्थों में साख्य एवं आयुर्वेदिक ग्रन्थों में प्रतिपादित त्रिगुण सिद्धान्त के दार्शनिक ढाँचे की धारणाओं संबंधी अन्तर्दृष्टि। <p>Activities: Group Discussion. कीवर्ड/टैग: सीखना मनोवृत्ति: कार्य संतुष्टि: अभिप्रेरणा व्यक्तित्व; मूल्य; बोध, निर्णयन: आवेग या भावना।</p>	
III	<p>GROUP BEHAVIOUR:</p> <ol style="list-style-type: none">1. Groups and Work Teams: Concept; Five stage model of group development; Group think and shift; Indian perspective on group norms. Groups and teams; Types of teams; Creating team players from individuals; Team building and team-based work (TBW).2. Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories (Fiedler, Hersey and Blanchard, Path-Goal); Authentic leadership; Mentoring, self-leadership, online leadership; Inspirational Approaches (transformational, charismatic); Comparison of Indian leadership styles with other countries. Exercises, games, and role plays may be conducted to develop team and leadership skills.3. Insights into Leadership with its self-awareness and duty concepts of a Leader as propounded in the Bhagavad Geeta. <p>Activities: Role Play. Keywords/Tags: Groups; Work Teams; Leadership.</p>	7





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III	<p>2 समूह व्यवहार:</p> <ol style="list-style-type: none">1. समूह एवं कार्य दल अवधारणा, समूह विकास का पाँच अवस्था मॉडल, समूह चिंतन एवं नवीन स्थिति धारण करना, समूह सिद्धान्त पर भारतीय परिप्रेक्ष्य। समूह एवं दल, दल के प्रकार, व्यक्तियों में से दल सहभागी बनाना, दल निर्माण एवं दल आधारित कार्य (टी.बी.डब्ल्यू.)।2. नेतृत्व: अवधारणा, लक्षण सिद्धान्त, व्यवहारगत सिद्धान्त (ओहियो एवं मिसिगन अध्ययन), आकस्मिकता सिद्धान्त (फील्डर, हर्से एवं ब्लान्चर्ड, पाथगोल), अधिकृत नेतृत्व, विश्वसनीयतापूर्ण परामर्श प्रदान करना, आत्म नेतृत्व, ऑन लाइन नेतृत्व, प्रेरणादायी दृष्टिकोण (रूपान्तरणकारी, चमत्कारिक), अन्य देशों के साथ भारतीय नेतृत्व शैली की तुलना, नेतृत्व कौशल एवं दल विकसित करने हेतु अभ्यास खेल एवं भूमिका अदायगी का संचालन किया जाना।3. भगवद्गीता में प्रतिपादित एक नेतृत्वकर्ता की स्व-जागरुकता एवं कर्तव्य की धारणाओं सम्बन्धी अन्तर्दृष्टि। <p>Activities: Role Play.</p>	
IV	<p>ORGANISATIONAL CULTURE AND STRUCTURE</p> <ol style="list-style-type: none">1. Concept of culture; Impact (functions and liability); Creating and sustaining culture, Employees and culture; Creating positive and ethical cultures. Concept of structure, Prevalent organizational designs; New design options.2. Insights into organization as culture with its performance, communication, traditional and innovation concepts as propounded in the Natyashastra. <p>Activities: Industrial Visit.</p> <p>Key words/Tags: Culture; Structure.</p> <p>संगठनात्मक संस्कृति एवं संरचना:</p> <ol style="list-style-type: none">1. संस्कृति की अवधारणा, प्रभाव (कार्य एवं दायित्व), संस्कृति का सृजन एवं संपोषण, कर्मचारी एवं संस्कृति, सकारात्मक एवं नैतिकता पूर्ण संस्कृति का सृजन, संरचना की अवधारणा, प्रचलित संगठनात्मक प्ररचना, नवीन प्ररचना विकल्प।2. नाट्यशास्त्र में प्रतिपादित संगठन के प्रदर्शन, संचार, पारम्परिक एवं नवाचार की धारणाओं संबंधी अन्तर्दृष्टि। <p>Activities: Industrial Visit.</p> <p>कीवर्ड/टैग: संस्कृति: संरचना नवीन प्ररचना विकल्प।</p>	8





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V	<p>ORGANISATIONAL CHANGE, CONFLICT AND POWER</p> <ol style="list-style-type: none">1. Forces of change; Planned change, Resistance; Approaches (Lewin's model, Organisational development); Learning organization; Organisational change in Indian businesses. Concept of conflict; Traditional view and interactionists view of conflict; Conflict process; Functional/ Dysfunctional. Introduction to power and politics.2. Insights into organization as power with its team unity and Collaboration concepts as propounded in the Bhagavad Geeta. <p>Activities: Workshop.</p> <p>Key words/Tags: Change; Resistance, Conflicts; Power; Politics.</p> <p>संगठनात्मक परिवर्तन, संघर्ष एवं शक्ति:</p> <ol style="list-style-type: none">1. परिवर्तन की शक्तियाँ, नियोजित परिवर्तन, प्रतिरोध, दृष्टिकोण (लेविन का मॉडल, संगठनात्मक विकास), सीखाने वाले संस्थान, भारतीय व्यवसायों में संगठनात्मक परिवर्तन, संघर्ष की अवधारणा, संघर्ष के परंपरागत विचार एवं प्रतिक्रियावादियों के विचार, संघर्ष प्रक्रिया, क्रियात्मक / दुष्क्रियात्मक, शक्ति एवं राजनीति का परिचय।2. भगवद्गीता में प्रतिपादित शक्ति के रूप में टीम एकता व सहयोग की धारणाओं संबंधी अन्तर्दृष्टि। <p>Activities: Workshop.</p> <p>कीवर्ड/टैग: परिवर्तन: प्रतिरोध: संघर्ष: शक्ति: राजनीति।</p>	7
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References

Text Books and Reference Books:

- "Organizational Behaviour" by Fred Luthans
- "Organisational Behavior" by Hellriegel, Slocum, and Woodman
- "Behavior In Organizations" by Jerald Greenberg
- "Work psychology: understanding human behavior in the workplace" by John Arnold, Ivan t. Robertson, and Cary L. Cooper
- "Human relations and organizational behaviour: a global perspective" by R. S. Dwivedi
- "Bhagavat Gita as it is" by His Divine Grace A.C. Bhaktivedanta Swami Prabhupada
- "Various Volumes of Upanishad" published by Geeta Press, Gorakhpur

Web Links:

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