

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD**  
**(Department of Business Administration)**

**WARNING**

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM THE AWARD OF DEGREE/CERTIFICATE IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENT(S) BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN THE "AIOU PLAGIARISM POLICY".**

**Course: Organizational Behavior (8427)**  
**Level: BBA 4 Years**

**Semester: Spring, 2024**

**Please read the following instructions for writing your assignments.**

**(AD, BS, BEd, MA/MSc, MEd) (ODL Mode)**

1. All questions are compulsory and carry equal marks but within a question, the marks are distributed according to its requirements.
2. Read the question carefully and then answer it according to the requirements of the question.
3. Avoid irrelevant discussion/information and reproducing from books, study guide or allied material.
4. Hand written scanned assignments are not acceptable.
5. Upload you typed (in Word or PDF format) assignments on or before the due date.
6. Your own analysis and synthesis will be appreciated.
7. Late assignments can't be uploaded at LMS.
8. The students who attempt their assignments in Urdu/Arabic may upload a scanned copy of their hand written assignments (in PDF format) on University LMS. The size of the file should not exceed 5 MB.

**GUIDELINES FOR ASSIGNMENT No. 1 & 2:**

You should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly do you think?
- How well you can reflect on your knowledge & experience?
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management?
- How professional you are, and how much care and attention you give to what you do?

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. You must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

**Total Marks: 100**

**Pass Marks: 50**

### **ASSIGNMENT No. 1**

**(Units: 1–5)**

**Note: Attempt all questions.**

- Q. 1 (a) Define Personality and explain its five dimensions by giving suitable examples of workforce in local organizations. **(10)**  
(b) What is impression management? Illustrate the phenomenon with the help of appropriate examples. **(10)**
- Q. 2 Give historical background for modern organizational behavior. Also, give a detailed account of emerging organizations with reference to organization behavior. **(20)**
- Q. 3 Identify types of groups and discuss stages of group development in detail by giving practical examples. **(20)**
- Q. 4 Define Motivation. Explain, how process theories examine the thought process that determines behavior. Give examples wherever necessary. **(20)**
- Q. 5 Define power and describe types of power. Which of these power bases emerge from the individual and which emerge from the organization? Also give a distinction between power, authority, and influence. **(20)**

### **ASSIGNMENT No. 2**

**Total Marks: 100**

**Pass Marks: 50**

This assignment is a research-oriented activity. You are required to obtain information from a business/commercial organization and prepare a report of about 1000 words on the topic allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is P-3427180 then you will select topic # 0 (the last digit): -

**Topics:**

- 0) Types of Conflict
- 1) Impression Management — Its Significance, Merits and Demerits
- 2) Work Motivation
- 3) Interactive Communication in Organizations
- 4) Occupational stress
- 5) Communication in an International Environment
- 6) Approaches and Techniques of Organizational Development
- 7) Socialization-its Significance and Process
- 8) Role of Information Technology in the Organization
- 9) Managerial Leadership Across Culture

**GUIDELINES FOR ASSIGNMENT # 2:**

- 1.5 line spacing
- Use headers and subheads throughout all sections
- Organization of ideas
- Writing skills (spelling, grammar, punctuation)

- Professionalism (readability and general appearance)
- Do more than repeat the text
- Express a point of view and defend it.

**The report should follow the following format:**

- 1) Title page
- 2) Acknowledgments
- 3) An abstract (one page summary of the paper)
- 4) Table of contents
- 5) Introduction to the topic (brief history & significance of topic assigned)
- 6) Practical study of the organization (with respect to the topic)
- 7) Data collection methods
- 8) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 9) Conclusion (one page brief covering important aspects of your report)
- 10) Recommendations (specific recommendations relevant to the topic assigned)
- 11) References (as per APA format)
- 12) Annexes (if any)

**WORKSHOPS**

The workshop presentations provide you the opportunity to express your communication skills, knowledge & understanding of concepts learned during the practical study assigned in assignment # 2.

You should use transparencies and any other material for effective presentation. The transparencies are not the presentation, but only a tool; the presentation is the combination of the transparencies and your speech. Workshop presentation transparencies should only be in typed format.

**The transparencies should follow the following format:**

- 1) Title page
- 2) An abstract (one page summary of the paper)
- 3) Introduction to the topic (brief history & significance of topic assigned)
- 4) Practical study of the organization (with respect to the topic)
- 5) Data collection methods
- 6) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 7) Conclusion (one page brief covering important aspects of your report)
- 8) Recommendations (specific recommendations relevant to the topic assigned)

**GUIDELINES FOR WORKSHOP PRESENTATION:**

- Make eye contact and react to the audience. Don't read from the transparencies or the report, and don't look too much at the transparencies (occasional glances are acceptable to help in recalling the topic to cover).
- A 15-minute presentation can be practiced several times in advance, so do that until you are confident enough. Some people also use a mirror when rehearsing as a substitute for an audience.

**Note:** Prepare assignments as per these guidelines and it may be re-evaluated by the quality assurance cell, Department of Business Administration, AIOU, Islamabad at any time.

# **ORGANIZATIONAL BEHAVIOR**

## **COURSE OUTLINE (8427)**

### **Unit 1 Overview of Organizational Behavior**

- 1.1 Organizational Behavior: Theoretical Framework
  - 1.1.1 Defining Organizational Behavior
  - 1.1.2 Historical Background for Modern Organizational Behavior
  - 1.1.3 Challenges Faced by Management
  - 1.1.4 Organizational Behavior Model
- 1.2 Emerging Organizations
  - 1.2.1 Role of Information Technology
  - 1.2.2 Total Quality Management
  - 1.2.3 Learning Organizations

### **Unit 2 Micro Perspective of OB–I**

- 2.1 Meaning and Significance of Perception
- 2.2 Individual Perceptual Process
  - 2.2.1 Perceptual Selectivity
  - 2.2.2 Perceptual Organization
  - 2.2.3 Social Perception
- 2.3 Impression Management
- 2.4 Personality and Attitudes
  - 2.4.1 Meaning of Personality
  - 2.4.2 Development of Personality and Socialization
  - 2.4.3 Nature and Dimensions of Attitudes
  - 2.4.4 Job Satisfaction and Organizational Commitment

### **Unit 3 Micro Perspective of OB–II**

- 3.1 Motivation: Needs, Content and Processes
  - 3.1.1 Meaning of Motivation
  - 3.1.2 Types of Motives
  - 3.1.3 Theories of Motivation
    - 3.1.3.1 Content Theories of Work Motivation
    - 3.1.3.2 Process Theories of Work Motivation
    - 3.1.3.3 Contemporary Theories of Work Motivation
- 3.2 Motivating Performance through Job Design and Goal Setting
- 3.3 Learning: Processes, Reward System, and Behavioral Management
  - 3.3.1 Theoretical Processes of Learning
  - 3.3.2 Principles of Learning: Reinforcement and Punishment
  - 3.3.3 Organizational Reward Systems
  - 3.3.4 Behavioral Management

**Unit 4      The Dynamics of OB–I**

- 4.1 Group Dynamics and Teams
  - 4.1.1 Nature of Groups
  - 4.1.2 Dynamics of Informal Groups
  - 4.1.3 Dynamics of Formal Work Groups
  - 4.1.4 Teams in Modern Workplace
- 4.2 Types of Conflict
  - 4.2.1 Intra-Individual Conflict
  - 4.2.2 Interpersonal Conflict
  - 4.2.3 Intergroup Behavior and Conflict
  - 4.2.4 Organizational Conflict
- 4.3 Negotiation Skills

**Unit 5      The Dynamics of OB–II**

- 5.1 Occupational Stress
  - 5.1.1 Meaning of Stress
  - 5.1.2 Dynamics of Stress
  - 5.1.3 Effects of Occupational Stress
  - 5.1.4 Stress Management
- 5.2 Power and Politics
  - 5.2.1 Meaning and Types of Power
  - 5.2.2 Distinctions Between Power, Authority and Influence
  - 5.2.3 Meaning and Nature of Organizational Politics
  - 5.2.4 Political Implications of Power

**Unit 6      Leadership**

- 6.1 Defining Leadership and Its Styles
- 6.2 Background and Classic Studies on Leadership
- 6.3 Established Theories of Leadership
- 6.4 Emerging Theoretical Frameworks for Leadership
- 6.5 Roles and Activities of Leadership
- 6.6 Leadership Skills

**Unit 7      A Macro Perspective of OB–I**

- 7.1 Communication Technology and Interpersonal Processes
- 7.2 Interactive Communication in Organizations
  - 7.2.1 Decision Making
  - 7.2.2 Nature of Decision Making
  - 7.2.3 Behavioral Decision Making
  - 7.2.4 Behavioral Oriented Decision-Making Techniques
  - 7.2.5 Creativity and Group Decision Making

**Unit 8 A Macro Perspective of OB–II**

- 8.1 Organizational Theory and Design
  - 8.1.1 Classical Organization Theory and Design
  - 8.1.2 Modification of Bureaucratic Structuring
  - 8.1.3 Modern Organization Theory
  - 8.1.4 Modern Organization Design
- 8.2 Organizational Culture
  - 8.2.1 Nature of Organizational Culture
  - 8.2.2 Creating and Maintaining a Culture

**Unit 9: Horizons for Organizational Behavior**

- 9.1 International Organizational Behavior
  - 9.1.1 Impact of Culture on International Organizational Behavior
  - 9.1.2 Communication in an International Environment
  - 9.1.3 Motivation across Cultures
  - 9.1.4 Managerial Leadership across Culture
- 9.2 Organizational Change and Development
  - 9.2.1 Changes Facing Organizations
  - 9.2.2 Organizational Development Approaches and Techniques
  - 9.2.3 Future of Organizational Behavior

**Recommended Books:**

Robbins, S. P. (2009). *Organizational Behaviour* (10<sup>th</sup> ed.). Hoboken New Jersey: John Wiley & Sons Inc.

Luthen, F. (2006). *Organizational Behaviour*. Mc Graw- Hill

Griffin, R. W., & Moorhead, G. (2011). *Organizational Behaviour* (10<sup>th</sup> ed.). Canada: Nelson Education Ltd.

