



## B. J. VANIJYA MAHAVIDYALAYA

(Autonomous)

(Grant-In-Aid)

(Affiliated to Sardar Patel University)

Vallabh Vidyanagar- 388 120, Dist. Anand, Gujarat, India

Accredited with CGPA of 2.78 on four-point scale at B++ Grade by NAAC

Syllabus as per the NEP 2020 with effect from June - 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – V

|                             |             |                     |                                        |
|-----------------------------|-------------|---------------------|----------------------------------------|
| Course Code                 | UM05MABBA04 | Title of the Course | Advanced Human Resource Management - I |
| Total Credits of the Course | 04          | Hours per week      | 04                                     |

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Course Objectives: | <ol style="list-style-type: none"><li>1) To acquaint students with comprehensive understanding of Organizational Behaviour, factors influencing human behaviour at work, and applying the S-O-B-C model.</li><li>2) To explore individual behaviour by examining personality determinants, learning principles, classical and operant conditioning theories, and reinforcement principles.</li><li>3) To make students understand group dynamics through the study of group development stages, types, norms, cohesiveness, and techniques for enhancing group decision-making.</li><li>4) 4. To examine organizational change by exploring its concepts, influencing factors, planned change processes, resistance, and strategies for overcoming resistance.</li></ol> |
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| Course Content |                                                                                                                                                                                                                                                                                              |               |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Unit No.       | Description                                                                                                                                                                                                                                                                                  | Weightage (%) |
| 1              | Organizational Behaviour <ul style="list-style-type: none"><li>• Meaning, Definition</li><li>• Evolution of Organisational Behaviour</li><li>• Contributing disciplines</li><li>• Factors affecting Human behaviour at work</li><li>• S-O-B-C model of human behaviour</li></ul>             | 25%           |
| 2              | Individual Behaviour <ul style="list-style-type: none"><li>• Concept of personality</li><li>• Determinants of personality</li><li>• Concept of learning</li><li>• Factors affecting learning</li><li>• Classical and operant conditioning theory</li><li>• Reinforcement principle</li></ul> | 25%           |



|   |                                                                                                                                                                                                                                                                                                                     |     |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 3 | Group Dynamics <ul style="list-style-type: none"> <li>• Concept of group dynamics</li> <li>• Stages of group development</li> <li>• Types of groups</li> <li>• Group norms</li> <li>• Cohesiveness</li> <li>• Techniques to improve group decision making</li> </ul>                                                | 25% |
| 4 | Organizational Change <ul style="list-style-type: none"> <li>• Concept of organizational change</li> <li>• Influencing factors</li> <li>• Process of Planned change</li> <li>• Resistance to change</li> <li>• Overcoming resistance to change</li> <li>• Impact of change on employees and organization</li> </ul> | 25% |

|                               |                                                                                                                                                                                                     |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Teaching-Learning Methodology | The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources. |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Internal and External Examination Evaluation

| Sr. No.               | Details of the Evaluation / Exam Pattern | 50 Marks (%) | 25 Marks (%) |
|-----------------------|------------------------------------------|--------------|--------------|
| 1                     | Class Test (at least one)                | 15 (30%)     | 10 (40%)     |
| 2                     | Quiz (at least one)                      | 15 (30%)     | 05 (20%)     |
| 3                     | Active Learning                          | 05 (10%)     | ----         |
| 4                     | Home Assignment                          | 05 (10%)     | 05 (20%)     |
| 5                     | Class Assignment                         | 05 (10%)     | ----         |
| 6                     | Attendance                               | 05 (10%)     | 05 (20%)     |
| Total Internal (%)    |                                          | 50 (100%)    | 25 (100%)    |
| Final Examination (%) |                                          | 50 (100%)    | 25 (100%)    |

| Sr. No. | Course Outcomes: Having completed this course, the learner will be able to                                                                      |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Students will gain an understanding of Organizational Behaviour of various persons at work place and factors affecting human behaviour at work. |
| 2       | Students will understand the intricacies of individual behaviour and various aspects of personality.                                            |
| 3       | Students will understand group dynamics through the exploration of group development stages and decision-making enhancement techniques.         |
| 4       | Students will learn the nature of organizational change and strategies for managing and overcoming resistance.                                  |

| Sr. No. | Suggested References:                                                                        |
|---------|----------------------------------------------------------------------------------------------|
| 1       | Organizational Behaviour, K. Aswat Happ, Himalaya Publishing House, 2010.                    |
| 2       | Organizational Behaviour, L. M. Prasad, Sultan Chand & Sons, 2011.                           |
| 3       | Human Behaviour at Work: Organizational Behaviour, Keith Davis, McGraw-Hill Education, 1985. |
| 4       | Organizational Change: Theory and Practice, Barbara Senior & Janet Fleming,                  |

|   |                                                                                               |
|---|-----------------------------------------------------------------------------------------------|
|   | Sage Publications, 2006.                                                                      |
| 5 | Group Dynamics: Theory, Research, and Practice, David A. Forsyth, Wadsworth Publishing, 2014. |

| Sr. No. | On-Line Resources available that can be used as Reference Material                                              |
|---------|-----------------------------------------------------------------------------------------------------------------|
| 1       | <a href="https://youtu.be/unjkxzJw5jw?si=dKB6AFqYszd2zRfi">https://youtu.be/unjkxzJw5jw?si=dKB6AFqYszd2zRfi</a> |
| 2       | <a href="https://youtu.be/E08yInSLBP4?si=yZ55qRZ9-JxoCNKA">https://youtu.be/E08yInSLBP4?si=yZ55qRZ9-JxoCNKA</a> |
| 3       | <a href="https://youtu.be/OUJJgktZqTw">https://youtu.be/OUJJgktZqTw</a>                                         |