

Course Outline

INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR

PGDM- BATCH: 2014-16

COURSE: OB2; CREDIT: Full:3

SESSION DURATION: 90 Minutes

TERM: II; YEAR: 2014

FACULTY (Name): Prof. Swarup K Mohanty, PhD

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Office hours: 930-1730 Hrs

Consulting hours: TBA- as per appointment

Course Introduction:

The course- 'Group Behavior and Techno-Structural processes in Organization' has been designed to discuss managerial approach to organizational behavior w.r.t work Teams, work groups and its interactions with organizational structure, culture and processes.

Course Objectives:

The specific objectives of the course are:

- To understand the concepts, dimensions, impacts of group and team behavior and culture in the organization
- To learn the concept on structure, design and organizational leadership to manage and lead organization better

Course Pedagogy:

Experiential –case , simulation exercise and dialogue based lectures

Course Readings: Book chapters and cases mostly as mentioned under "source "in the session plan. Some articles from Academic Journals are also included – they will be distributed in the class or in the course reading material docket at the beginning of this course

Text Book(s): ORGB by Nelson , Quick and Khandelwal, Cengage, latest Edition.

Reference Book(s):

Organizational Behaviour By ,Ronbbins, judge and Vora ,15th e,Pearsons
Organizational Behaviour- By Fred Luthans 12th e,McGrow Hill
Organization and identity by A. Pullin and S.Linstead,Routledge, UK,2008
Industrial Psychology by Michel G Aamodt,Cengage,7e,2013
Organization Theory by S.P Robbins,PHI,5th e
Organizational Theory Design and Change by G.R Jones,,7e ,PHI,USA.

Course Evaluation criteria:

Instrument	Points (e.g. Weights)
Class Assignment-	5 %
Mid-Term Assignment	5%
In-class case discussion and participation(ICCDP)	10%
Quizzes/tests (pop-up/unnoticed)	10%
Mid Term Exam	20 %
Final Assignment and Group Presentation	20%
Final Exam	30%
TOTAL	100 %

Session- Details:

class	Topic contents ; source-reference	pedagogy
1st	OB2:Inter-personal processes and Behaviour: An overview Source:TB- Ch.8 & 9 ; advised to collect the article on Erick and Kipsy (your Assignment-1.)	Lecture; experiential
2nd to 3rd	Group,Grp Norms, revisit to Hawthorn exp . Source:article-“Fatigue of workers: Its relations to industrial Production “by G.Homans,National Academic Press,USA,1941. Team processes: definition, meaning and implications Source: TB chapter-9 and experience sharing	Lecture and discussion
	Group & TeamTypes: stages of Grp.dev. And models: Tuckman,PEM,Team discipline; Source- TB:Chapter-10	Case discussion-
	Competency dev.and maturity model of team Source: experience sharing ,Movie Analysis(popup), and lecture	-Discussion
	team classification types and its relevance in,workteam,CFT, Source: classic article on team classification advised to collect a two page article at least a day before	Discussion, exercise-1
	PST, SMT, VT, task function Vs. maintenance function. Team-cohesion, S.Loafing Source- RT :Ch10 pp303-319	Lecture, exercise-2, and Discussion
Class Assignment-1 Due		
4th	IPR in team and Team conflict: FIRO-B	Exercise-3 and Discussion
5th	Managing a performing team Source: A Real case from MIA: teamwork in a small company (in class)	Exercise-4. Class discussion
6th	Team trust, Imp of trust in rel. conflicts and conflicts types conflict mgmt. Source: HBR Article: trust makes you go Around-Refer your course Docket	Exercise-5/simulation and Discussion
7th	Looking –glass self- -exercise: JHW	Exercise -6 and discussion
8th	Case :Army crew(HBR- 403131-PDF-ENG) / Coach –K:Will to Win (HBR- 406043-PDF-ENG) Source: Ref .your Docket	HBR case discussion
Mid -term – assignment	1. Importance of team work at HOVERTEC;2. Twelve Angry men and team roles analysis 3. study your own team and do a team role analysis; 4.Take the lead analysis and team roles The topics will be picked by groups though chance lottery method. Each group is constituted of 4 members.	Due; presentation/submission/both
9th	Mid-term Review	Discussion/ a case-let (through)
10th-11	Team consensus and decision making: types, processes and Organizational Implications Source: TB –Ch10; Case Analysis: Mount Everest-1996(HBR Product #:303061-PDF-ENG)/Leadership in crisis Endurance (HBR-803127-PDF-ENG)refer your course docket	Case discussion
12th	Art of perusing in decision making Source: Experience Sharing ,lecture, exercise	Simulation/ case Discussion/discussion
13th	organizational culture- modes for understanding the impact of culture & Team effectiveness Source: Chapter-16 :TB ;Case let – Small cog in big Wheel(CD)/ HBRcase- Four seasons Hotels and Resorts 9800385-PDF-ENG refer your course Docket	Discussion
Class Assignment-2 Due.		
14th-16th	organizational - structure ,design and team processes and OB Source: TB:Ch. 15	Lecture and Discussion
17th-18th	Leadership and team Effectiveness: Models and types Source:TB-chapter-12, Leadership in crisis ...Endurance (HBR-803127-PDF-ENG)refer your course docket.	Movie Analysis ;Case Analysis
End- term assignment	Case lets – advised to collect from me between 7 th - 9 th session	Due; submission and presentation
19th	group presentation	
20th	End- term Review	

Abbreviations/terms explained –given below

TB-	<i>text book</i>
RT-	<i>ref. txt.</i>
RM-	<i>Reading Material/CD -course docket</i>
HBR -	<i>HARVARD BUSINESS REVIEW</i>
PEM-	<i>PUNCTUATED EQUILIBRIUM MODEL</i>
CFT-	<i>CROSS-FUNCL TEAM</i>
SMT-	<i>SELF -MANAGED TEAM</i>
PST-	<i>PROBLEM SOLVING TEAM</i>
VT-	<i>VIRTUAL TEAM</i>