

**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**Organizational Behaviour I**  
**CREDIT: Full (3 credits)**  
**SESSION DURATION: 90 Minutes**

**TERM: I**  
**PGDM 2015-2017**

**FACULTY:** Dr. Bindu Chhabra  
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**Course Introduction:** Organizational effectiveness depends largely on its ability to manage the human behaviour. A proper understanding of organizational dynamics and the various management concepts is essential for every manager. The objective of this paper is to familiarize the students with basic management concepts and behavioural processes that are at work in an organization.

**Course Objectives:** Upon completion of this course, the students should be able to:

- List the major challenges and opportunities for managers to use OB concepts
- Explain how major personality attributes predict behavior at work
- Explain relationship between attitudes and job satisfaction
- Explain how perception affects the decision making process
- Understand group dynamics, and specifically the way individuals within a group work together to attain certain goals
- Describe and apply the principles of organizational behavior to develop effective relationships with others in workplace

**Course Pedagogy:** A number of pedagogical techniques will be used to provide students with insights into the theoretical foundations of human behaviour in organizational context. These will include the judicious mix of lectures, case analysis & discussion, article reviews, role plays, assignments & presentations by the students.

**Course Readings:**

**Text book**

- Robbins, S. P. Judge, T.A. & Vohra, N. (2013). *Organizational Behaviour, 15<sup>th</sup> ed.* New Delhi: Pearson Education

**Reference book(s)**

- Greenberg, J. & Baron, R.A. (2008). *Behavior in Organizations (9<sup>th</sup> ed.)*. New Delhi: PHI Learning.

- Koontz, H. & Weihrich, H. (2005). *Management A Global Perspective*. New Delhi: TMH
- Luthans, F. (2013). *Organizational Behaviour (12<sup>th</sup> ed.)*. McGraw-Hill: New Delhi.
- McShane, S.L.; Glinow, M.A.V. & Sharma, R.R. (2008). *Organisational Behaviour*. 4th Ed. Tata McGraw-Hill : New Delhi.
- Mullins, L.J. (2007). *Management and Organisational Behaviour*. 7<sup>th</sup> Ed. Pearson Education.
- Pareek, U. (2008): *Understanding Organizational Behaviour*, 2<sup>nd</sup> Ed. Oxford Higher Education.
- Pierce, J.L. & Gardner, D.G. (2007). *Management and Organisational Behaviour*. 2<sup>nd</sup> Ed. Cengage Learning.
- Slocum, J.W. & Hellriegel, D. (2007). *Fundamentals of Organizational Behavior*. New Delhi: Cengage

#### Course Evaluation criteria

Component	Weight
Quiz	10%
Class Participation	10%
Case Analysis	10%
Article Presentation	10%
Mid-Term Exam	20%
End-Term Exam	40%
<b>Total</b>	<b>100%</b>

#### Session Plan

Session No.	Topic & Reading
<b>1-2</b>	<b>Introduction to OB and Management Principles</b> Conceptual Framework; Challenges and Opportunities for OB; Managerial Implications Evolution of Management Principles; Scientific Management Theories; Human Relations Approach; Systems Approach <b>Readings:</b> <ul style="list-style-type: none"> <li>• Koontz, H. &amp; Weihrich, H. (2005): Chapter 8, pp. 199-219</li> <li>• Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 1</li> </ul>

	<p><b>Article Review</b></p> <ul style="list-style-type: none"> <li>The Hawthorne Experiments by Frederick J. Roethlisberger. Classic Readings in OB.3<sup>rd</sup> ed. By J. Steven Ott. Sandra Parke, Richard B.Simpson. Pp.142-150</li> </ul>
3-5	<p><b>Personality and Values</b>  Determinants of Personality; Traits of Personality; Measuring Personality; Personality Attributes influencing OB; Importance and Types of Values; Values across cultures; Linking an Individual's Personality and Values to the Workplace</p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 5, Pp 137-173.</li> <li>Luthans, F. (2013). Organizational Behavior. Chapter 5. Pp. 125-155.</li> </ul> <p><b>Article Review:</b></p> <ul style="list-style-type: none"> <li>Can you handle failure? By: Dattner, Ben; Hogan, Robert. <i>Harvard Business Review</i>, Apr 2011, Vol. 89 Issue 4, p117-121</li> <li>How Gen Y &amp; Boomers will reshape your agenda. By: Hewlett, Sylvia Ann; Sherbin, Laura; Sumberg, Karen. <i>Harvard Business Review</i>, Jul/Aug2009, Vol. 87 Issue 7/8, p71-76</li> </ul> <p><b>Case</b></p> <ul style="list-style-type: none"> <li><u>A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products</u> by <u>Elizabeth Collins</u>, <u>Larry E. Greine</u>. <i>Harvard Business Publishing</i>. Product Number: 2177-PDF-ENG</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Using MBTI to Understand Personality</li> </ul>
6-8	<p><b>Perception and Individual Decision Making</b>  Factors Influencing Perception; Attribution Theory; Frequently Used Shortcuts  Impression Management and Employee Impression Management Strategies; Individual Decision-making</p> <p><b>Readings</b></p> <ul style="list-style-type: none"> <li>Fundamentals of OB. Slocum, J.W. &amp; Hellriegel, D (2007) Chapter 12 pp.338-362</li> <li>Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 6, pp 175-211</li> </ul> <p><b>Article Review</b></p> <ul style="list-style-type: none"> <li>Why Good Leaders make bad decisions. By: Campbell, Andrew; Whitehead, Jo; Finkelstein, Sydney. <i>Harvard Business Review</i>, Feb 2009, Vol. 87 Issue 2, p60-66</li> <li>A Second Chance to Make the Right Impression. By: Halvorson, Heidi Grant. <i>Harvard Business Review</i>. Jan/Feb. 2015, Vol. 93 Issue 1/2, p 108-111.</li> </ul> <p><b>Case</b>  The 1996 Everest Tragedy. Product No: 9B04C012. Ivey Publishing</p>

9-10	<p><b>Attitudes and Job Satisfaction</b> Types of attitudes; Theories of Attitudes; Attitude Surveys; Job Satisfaction; Organizational Commitment</p> <p><b>Readings</b></p> <ul style="list-style-type: none"> <li>• Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 3, Pp 73- 99.</li> <li>• Greenberg, J. &amp; Baron, R.A. (2008). Behavior in Organizations. Chapter 6. pp 204 -244</li> </ul> <p><b>Case</b></p> <ul style="list-style-type: none"> <li>• The Unmanageable Star Performer. By: Goel, Abhishek. <i>Harvard Business Review</i>. May2013, Vol. 91 Issue 5, p141-145.</li> </ul> <p><b>Article</b></p> <ul style="list-style-type: none"> <li>• Envy at Work. By Tanya Menon &amp; Leigh Thompson. <i>Harvard Business Review</i>. April 2010. pp 66-71.</li> </ul>
11-14	<p><b>Motivation and Learning</b> Theories of Motivation; Maslow's Hierarchy of Needs; Theory X and Y; Herzberg's Two-factor theory; Goal setting theory and MBO program; Equity Theory; Expectancy Theory; Operant Conditioning, Contingencies of Reinforcement; Effective use of Reward and Punishment; Job Characteristics Model; Employee Recognition and Involvement programs; Job Redesigning; Variable and Skill based pay; Flexible benefits</p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Luthans, F. (2008): Organisational Behaviour.Chapter 6</li> <li>• Robbins, S.P., Judge &amp; Vohra, N. (2013): Organizational Behaviour. Chapter 7 &amp; 8</li> <li>• Greenberg, J. &amp; Baron, R.A. (2008). Behavior in Organizations. Chapter 3 &amp; 7.</li> </ul> <p><b>Case Study:</b></p> <ul style="list-style-type: none"> <li>• Bonuses can Backfire. OB by Robbins (2013). Pp 281</li> </ul> <p><b>Article Review:</b></p> <ul style="list-style-type: none"> <li>• Employee Motivation: A Powerful New Model By: Nohria, Nitin; Groysberg, Boris; Lee, Linda-Eling. <i>Harvard Business Review</i>, Oct 2008, Vol. 86 Issue 10, p133-134, 2p</li> <li>• How to motivate your problem people. By: Nicholson, Nigel. <i>Harvard Business Review</i>, Jan2003, Vol. 81 Issue 1, p56-65</li> </ul>
15-17	<p><b>Emotions and Moods</b> Sources of Emotions and Moods; External constraints on Emotions; Emotional Labour Emotional Intelligence; OB Applications of Emotions and Moods</p> <p><b>Readings</b></p> <ul style="list-style-type: none"> <li>• Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 4, Pp 101 – 122.</li> <li>• Greenberg, J. &amp; Baron, R.A. (2008). Behavior in Organizations. Chapter</li> </ul>

	<p>5. pp 168 – 202</p> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>• The Emotional Labour of Wanderlust’s Adventure Guides. Behavior in Organizations by Greenberg and Baron. Pp 199</li> </ul> <p><b>Article</b></p> <ul style="list-style-type: none"> <li>• What makes a Leader? By: Goleman, Daniel. <b>Harvard Business Review</b>, Nov/Dec98, Vol. 76 Issue 6, p93-102,</li> </ul>
<b>18-20</b>	<p><b>Group Dynamics and Work Teams</b></p> <p>Types of Groups; Stages of Group Development; Group Properties: Roles, Norms, Status, Size and Cohesiveness; Creating effective teams; Group Decision Making; Individual versus Group Decision Making</p> <p><b>Readings</b></p> <ul style="list-style-type: none"> <li>• Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 9 &amp; 10, pp 287-327</li> <li>• Greenberg, J. &amp; Baron, R.A. (2008). Behavior in Organizations. Chapter 8. pp 288 - 329</li> </ul> <p><b>Article Review</b></p> <ul style="list-style-type: none"> <li>• Getting Virtual Teams Right. By: Ferrazzi, Keith. <b>Harvard Business Review</b>. Dec 2014, Vol. 92 Issue 12, p120-123.</li> <li>• Making Dumb Groups Smarter. By Sunstein, Cass R.; Hastie, Reid. <b>Harvard Business Review</b>, Dec 2014, Vol. 92 Issue 12, p 90-98.</li> </ul> <p><b>Cases</b></p> <ul style="list-style-type: none"> <li>• IBM’S Multicultural Multinational Teams. Organizational Behavior by Robbins. Pp. 351</li> </ul>