INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR
Post Graduate Diploma in Management
Organizational Behaviour II (OB504)
CREDIT: Three Credits
SESSION DURATION: 90 Minutes
TERM: II

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YEAR: 2016-2018
BATCH: I

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COURSE OBJECTIVE:

This course deals with human behavior in organizations and with practices and systems within organizations that facilitate or hinder effective behavior. Conceptual frameworks, case discussions, and skill-oriented activities are blended within each topic. Topics include leadership, power, conflict, culture and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships, performance and effectiveness.

This course aims to improve one's understanding of human behavior in organizations and one's ability to lead people more effectively in order to increase organizational performance. Readings are assigned to give the student a clear understanding of the specific material. Cases are assigned to afford the student the opportunity to apply the theory, and put it into practice. Students will be expected to explore and reflect on their own experiences in the work place, and discuss ways in which they might apply the material to their daily work.

Learning Outcomes:

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

1. Discuss the ways in which employees develop their leadership qualities.
2. Explain how to find and create effective leaders.
3. List the individual and organizational factors that stimulate power and political behavior in organizations
4. Understand the concept of conflict and negotiations in an organization
5. Explain the behavioral implications of different organizational designs
6. Understand the concept and importance of organizational culture
7. Describe forces that act as stimulants to change and the ways to manage the process of change
8. Identify individual and organizational practices for managing workplace stress

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.

Text book

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

Reference book(s)

> Daft, R. L. (2013). Understanding the Theory & Design of Organizations, 11th Edition, New Delhi: Cengage.

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

> Luthans, F. (2013). *Organizational Behaviour (12th 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*. 7th Ed. Pearson Education.

> Pareek, U. (2008): *Understanding Organizational Behaviour, 2nd Ed.* Oxford Higher Education.

> Pierce, J.L. & Gardner, D.G. (2007). *Management and Organisational Behaviour. 2nd Ed.* Cengage Learning.

> Slocum, J.W. & Hellriegel, D. (2007). *Fundamentals of Organizational Behavior*. New Delhi: Cengage

COURSE EVALUATION CRITERIA

Component	Weight
Quiz	20%
Class Participation	10%
Presentation	10%
Mid-Term	20%
End-term	40%
Total	**100%**

Session Plan

Session No.	Topic	Learning Outcomes	Reading
1-4	**Leadership** ➢ Leadership and Management ➢ Trait perspective of leadership ➢ Behavioural Theories: Ohio State Studies, University of Michigan Studies, Managerial Grid ➢ Contingency Theories; Fiedler Model, Path goal theory, Hersey and Blanchard's Situational Theory; LMX Theory. ➢ Charismatic Leadership; Transactional Leadership Vs Transformational Leadership	1, 2	**Reference Texts** ➢ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 12 **Required Readings:** ➢ Level 5 leadership. By Jim Collins. *Harvard Business Review*. January 2001, Vol. 79, Issue. 1, pp 66-76. **Case:** ➢ Aharai: Leading in front of the lines. By Jan Hagen. ESMT Case Study
5-7	**Power and Political Behaviour** ➢ Forms and sources of Power; ➢ Consequences of Using Power; ➢ Influence Tactics used in Organizations; ➢ Political Behavior in Organizations; ➢ Political strategies and Tactics; ➢ Implications for Managers	3	**Reference Texts** ➢ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 13 **Cases:** ➢ Thomas Green: Power, Office Politics and a Career in Crisis. By W. Earl Sasser Jr.; Heather Beckham. HBR Brief Cases **Required Readings:** ➢ *Power is the great motivator by* David C. McClelland and David H, Burnham. *Harvard Business Review*. January/February 1995, Vol. 73, Issue. 1, pp 126-139
8-10	**Conflict and Negotiation** ➢ Nature of conflicts; ➢ Causes of Conflicts; ➢ Conflict Handling Styles; ➢ Negotiation in Conflict Management; ➢ Stages of Negotiation; ➢ Negotiation Strategies; ➢ Influences on negotiation Strategies; ➢ Negotiation across Cultures, ➢ BATNA	4	**Reference Texts** ➢ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 14 ➢ Fundamentals of OB. Slocum, J.W. & Hellriegel, D (2007). Chapter 9 **Case** ➢ TerraCog Global Positioning Systems: Conflict and Communication on Project Arial , 2184, April 11 -2008,HBSP

			Activity: ➢ Using a Scenario based Approach for teaching Conflict Management
11-13	**Organizational Structure & Design** ➢ Important Functions of Organizational Design, ➢ Factors affecting the Organizational design, ➢ Elements of organizational structure, ➢ Emerging Design Options.	5	**Reference Text** ➢ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 15 ➢ Greenberg, J. & Baron, R.A. (2008). Behavior in Organizations. Chapter 15. **Required Readings:** ➢ Organization Design: Fashion or Fit. By Henry Mintzberg. *Harvard Business Review*. January/February 1981, Vol. 59, Issue. 1, pp 103-116. Cases ➢ Dr Amita Joshi at Samuel Drugs, W11007, Richard Ivey School of Business
14-16	**Organizational Culture** ➢ Elements of Culture, ➢ Importance of Culture; ➢ Creating & Sustaining Culture; ➢ How employees learn culture, ➢ Managing Culture, ➢ Culture as a liability	6	**Reference Text** ➢ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 16 **Required Readings** ➢ Smith, G. (2004). An evaluation of the corporate culture of Southwest Airlines. *Measuring Business Excellence*, 8(4): 26-33. **Case** ➢ ABC Energy Limited: Culture and Formalization. By Pavitra Mishra; Rajen Gupta. Ivey Publishing

| 17-18 | **Organizational Change**

 ➤ Forces for Change;
 ➤ Process of Change;
 ➤ Resistance to Change;
 ➤ Approaches to Managing Organizational Change,
 ➤ Change and Transition Management,
 ➤ Organizational Effectiveness,
 ➤ Organizational Development | 7 | **Reference Texts**
 ➤ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 17

 Required Readings
 ➤ Leading change: Why Transformation Efforts fail? John P. Kotter. *Harvard Business Review,* January 2007. Pp. 96-103
 ➤ Choosing Strategies for Change. By John P. Kotter and J.L Heskett. *Harvard Business Review,* July-August 2008. Pp. 130-139
 Case
 ➤ The Waterview. By Julie Harvey. Ivey Publishing |
| 19-20 | **Stress Management**

 ➤ Sources of Stress;

 ➤ Consequences of Stress;

 ➤ Managing Stress | 8 | **Reference Text**
 ➤ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 17

 Required Readings
 ➤ Are You Working Too Hard? By Herbert Benson. Harvard Business Review. Nov. 2005. pp. 53-58. |