

INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR
Post Graduate Diploma in Management (PGDM)
Organizational Behaviour I (OB503)
CREDIT: Full (three credits)
SESSION DURATION: 90 Minutes

TERM: I
YEAR: 2016-2018
BATCH: I

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.

Learning Outcomes:

After studying the course, the student should be able to:

1. Demonstrate the importance of interpersonal skills in the workplace and list the major challenges and opportunities for managers to use OB concepts
2. Define personality and values and demonstrate the application of studying these concepts in the workplace
3. Explain how perception affects the decision-making process
4. Explain relationship between attitudes and job satisfaction
5. Explain various theories of motivation and evaluate their applicability in the workplace today.
6. Show the impact emotional labor has on employees.
7. Understand group dynamics, and specifically the way individuals within a group work together to attain certain goals

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, 15th ed.* New Delhi: Pearson Education

Reference book(s)

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

- Koontz, H. & Weihrich, H. (2005). *Management A Global Perspective*. New Delhi: TMH
- 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%
Role Play	10%
Article and Case Presentation	10%
Mid-Term	20%
End-term	30%
Total	100%

Session Plan

Session No.	Topic	Learning Outcomes	Reading
1-2	Introduction to OB and Management Principles Conceptual Framework; Challenges and Opportunities for OB; Managerial Implications Evolution of Management Principles; Scientific Management Theories; Human Relations Approach; Systems Approach	1	<ul style="list-style-type: none"> ➤ Koontz, H. & Weihrich, H. (2005): Chapter 8, pp. 199-219 ➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2017): Chapter 1 Article Review <ul style="list-style-type: none"> ➤ The Hawthorne Experiments by Frederick J. Roethlisberger. Classic Readings in OB. 3rd ed. By J. Steven Ott. Sandra Parke, Richard B.Simpson. Pp.142-150
3-5	Personality and Values Determinants of Personality; Traits of Personality; Measuring Personality; Personality Attributes influencing OB; Importance and	2	<ul style="list-style-type: none"> ➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2017): Chapter 5 ➤ Luthans, F. (2013). <i>Organizational Behavior</i>. Chapter 5

	Types of Values; Values across cultures; Linking an Individual's Personality and Values to the Workplace		<p>Article Review:</p> <ul style="list-style-type: none"> ➤ Can you handle failure? By: Dattner, Ben; Hogan, Robert. <i>Harvard Business Review</i>, Apr 2011, Vol. 89 Issue 4, p117-121 <p>Case</p> <ul style="list-style-type: none"> • Why is the Universe Against Me? By Kristin Behfar; Jolene H. Bodily. <i>Darden School of Business</i>. <p>Activity:</p> <ul style="list-style-type: none"> • Using MBTI to Understand Personality
6-8	<p>Perception and Individual Decision Making</p> <p>Factors Influencing Perception; Attribution Theory; Frequently Used Shortcuts; Impression Management and Employee Impression Management Strategies; Individual Decision-making</p>	3	<ul style="list-style-type: none"> ➤ Fundamentals of OB. Slocum, J.W. & Hellriegel, D (2007) Chapter 12 pp.338-362 ➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2017): Chapter 6, pp 175-211 <p>Article Review</p> <ul style="list-style-type: none"> ➤ 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. ➤ Beyond Bias: How to Shift Ingrained Thinking. By: Heidi Grant Halvorson; David Rock. <i>Rotman Management Magazine</i>, Spring 2016, 33-37.
9-10	<p>Attitudes and Job Satisfaction</p> <p>Types of attitudes; Theories of Attitudes; Attitude Surveys; Job Satisfaction; Organizational Commitment</p>	4	<ul style="list-style-type: none"> ➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2017): Chapter 3 ➤ Greenberg, J. & Baron, R.A. (2008). <i>Behavior in Organizations</i>. Chapter 6. <p>Article</p> <ul style="list-style-type: none"> ➤ Envy at Work. By Tanya Menon & Leigh Thompson. <i>Harvard Business Review</i>. April 2010. pp 66-71. <p>Case</p> <ul style="list-style-type: none"> ➤ Somebody Stop the Radio Star: Jian Ghomeshi At The CBC. By Karen MacMillan; Meredith Woodwark. Ivey Publishing.

11-14	<p>Motivation and Learning</p> <p>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>	5	<ul style="list-style-type: none"> ➤ Luthans, F. (2008): Organisational Behaviour. Chapter 6 ➤ Robbins, S.P., Judge & Vohra, N. (2017): Organizational Behaviour. Chapter 7 & 8 ➤ Greenberg, J. & Baron, R.A. (2008). Behavior in Organizations. Chapter 3 & 7. <p>Case Study:</p> <ul style="list-style-type: none"> ➤ Barbara Norris: Leading Change in the General Surgery Unit. By: Boris Groysberg; Nitin Nohria; Deborah Bell. Harvard Business School. <p>Article Review:</p> <ul style="list-style-type: none"> ➤ 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
15-17	<p>Emotions and Moods</p> <p>Sources of Emotions and Moods; External constraints on Emotions; Emotional Labour; Emotional Intelligence; OB Applications of Emotions and Moods</p>	6	<p>Readings</p> <ul style="list-style-type: none"> ➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 4, Pp 101 – 122. ➤ Greenberg, J. & Baron, R.A. (2008). Behavior in Organizations. Chapter 5. pp 168 – 202 <p>Case:</p> <ul style="list-style-type: none"> ➤ The Emotional Labour of Wanderlust's Adventure Guides. Behavior in Organizations by Greenberg and Baron. Pp 199 <p>Article</p> <ul style="list-style-type: none"> ➤ What makes a Leader? By: Goleman, Daniel. <i>Harvard Business Review</i>, Nov/Dec98, Vol. 76 Issue 6, p93-102

18-20	<p>Group Dynamics and Work Teams</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>	7	<p>Readings</p> <ul style="list-style-type: none"> ➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 9 & 10, pp 287-327 ➤ Greenberg, J. & Baron, R.A. (2008). Behavior in Organizations. Chapter 8. pp 288 - 329 <p>Article Review</p> <ul style="list-style-type: none"> ➤ Making Dumb Groups Smarter. By Sunstein, Cass R.; Hastie, Reid. <i>Harvard Business Review</i>, Dec 2014, Vol. 92 Issue 12, p 90-98. ➤ Leading the Team you inherit. By Michael D. Watkins. <i>Harvard Business Review</i>, June 2016, Vol. 94 Issue 6, p 60-67.
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