

**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management**  
**Leadership and Interpersonal Group Processes (OB507)**  
**CREDIT: Two Credits**  
**SESSION DURATION: 60 Minutes**

**TERM: III**  
**YEAR: 2018-2019**  
**BATCH: I**

**FACULTY:** Dr. Bindu Chhabra  
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### **COURSE DESCRIPTION**

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 group dynamics and team work, leadership, power and politics, and conflict and negotiations. Class sessions and assignments are intended to help students acquire the skills that managers need to improve organizational relationships, performance and effectiveness.

### **LEARNING OUTCOMES**

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

1. Distinguish different types of groups and demonstrate how norms and status exert influence on an individual's behavior.
2. Identify the characteristics of effective teams and how organizations can create team players.
3. List the individual and organizational factors that stimulate power and political behavior in organizations
4. Outline the process of conflict and contrast between distributive and integrative bargaining
5. Explain how to find and create effective leaders.
6. Understand different forms of participative leadership and empowerment
7. Understand how followers can have a more effective relationship with their leader

### **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**

- Robbins, S. P. Judge, T.A. & Vohra, N. (2017). *Organizational Behaviour, 16<sup>th</sup> ed.* New Delhi: Pearson Education
- Daft, R. L. (2013). *Understanding the Theory & Design of Organizations, 11<sup>th</sup> Edition,* New Delhi: Cengage.

- Daft, R.L. (2015) *The Leadership Experience*. 6<sup>th</sup> ed. Thomson Learning
- Greenberg, J. & Baron, R.A. (2008). *Behavior in Organizations* (9<sup>th</sup> ed.). New Delhi: PHI Learning.
- 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.
- Slocum, J.W. & Hellriegel, D. (2007). *Fundamentals of Organizational Behavior*. New Delhi: Cengage
- Yukl, G. (2013) *Leadership in Organizations*. 8<sup>th</sup> ed. Pearson Education

### COURSE EVALUATION CRITERIA

Component	Weight
Quiz	20%
Class Participation	10%
Presentation	10%
Project Report	10%
Mid-Term	20%
End-term	30%
<b>Total</b>	<b>100%</b>

### SESSION PLAN

Session No.	Topic	Learning Outcomes	Reading
1-4	<b>Foundations of Group Behavior</b> Types of Groups; Stages of Group Development; Group Properties: Roles, Norms, Status, Size and Cohesiveness; Group Decision Making; Individual versus Group Decision Making; Group Decision-Making Techniques	1	<ul style="list-style-type: none"> <li>➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 9</li> <li>➤ Greenberg, J. &amp; Baron, R.A. (2008). <i>Behavior in Organizations</i>. Chapter 8.</li> </ul> <p><b>Article Review</b></p> <ul style="list-style-type: none"> <li>➤ Making Dumb Groups Smarter. By Sunstein, Cass R.; Hastie, Reid. <i>Harvard Business Review</i>, Dec 2014, Vol. 92 Issue 12, p 90-98.</li> </ul>
5-6	<b>Understanding Work Teams</b> Difference between Groups and Teams; Types of Teams; Creating Effective Teams	2	<ul style="list-style-type: none"> <li>➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter 10</li> <li>➤ Greenberg, J. &amp; Baron, R.A. (2008). <i>Behavior in</i></li> </ul>

			Organizations. Chapter 8.  <b>Article Review</b> ➤ Leading the team you inherit. By Michael D. Watkins. <i>Harvard Business Review</i> , June 2016, Vol. 94 Issue 6, p 60-67.
7-8	<b>Power and Political Behaviour</b> 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	➤ Robbins, S.P., Judge & Vohra, N. (2017). Organizational Behaviour. Chapter 13  <b>Cases:</b> ➤ Thomas Green: Power, Office Politics and a Career in Crisis. By W. Earl Sasser Jr.; Heather Beckham. HBR Brief Cases  <b>Article Review:</b> ➤ <i>Power is the great motivator</i> by David C. McClelland and David H. Burnham. <i>Harvard Business Review</i> . January/February 1995, Vol. 73, Issue. 1, pp 126-139
9-10	<b>Conflict and Negotiation</b> 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	➤ Robbins, S.P., Judge & Vohra, N. (2013). Organizational Behaviour. Chapter 14 ➤ Fundamentals of OB. Slocum, J.W. & Hellriegel, D (2007). Chapter 9  <b>Case</b> ➤ TerraCog Global Positioning Systems: Conflict and Communication on Project Arial, 2184, April 11 -2008, HBSP
11-14	<b>Introduction to Leadership</b> 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; Transactional Leadership Vs Transformational Leadership	5	➤ Robbins, S.P., Judge & Vohra, N. (2017). Organizational Behaviour. Chapter 12  <b>Article Review:</b> ➤ Level 5 leadership. By Jim Collins. <i>Harvard Business Review</i> . January 2001, Vol. 79, Issue. 1, pp 66-76.  <b>Case:</b> ➤ Aharai: Leading in front of the lines.  <b>Activity:</b> ➤ T-P Leadership Questionnaire: An Assessment of Style

15-17	<p><b>Participative Leadership and Delegation</b>  Nature of Participative Leadership; Consequences of Participative Leadership; Guidelines for Participative Leadership; Nature and advantages of Delegation; Guidelines for Delegating</p>	6	<ul style="list-style-type: none"> <li>➤ Yukl, G. (2013). Leadership in Organizations, Chapter 4</li> </ul> <p><b>Cases:</b></p> <ul style="list-style-type: none"> <li>➤ Echo Electronics. Leadership in Organizations by Gary Yukl.</li> <li>➤ Alvis Corporation. Leadership in Organizations by Gary Yukl</li> </ul>
18-20	<p><b>Leadership Attribution and Followership</b>  Leader Attributions about Subordinates; Followers Attribution; Followers Contribution to Effective Leadership</p>	7	<ul style="list-style-type: none"> <li>➤ Yukl, G. (2013). Leadership in Organizations, Chapter 5</li> <li>➤ Daft, R.L. (2015) The Leadership Experience, Chapter 7</li> </ul> <p><b>Article Review</b></p> <ul style="list-style-type: none"> <li>➤ Building Leaders at Every Level: A Leadership Pipeline by Stephen J. Drotter and Ram Charan</li> </ul> <p><b>Case</b></p> <ul style="list-style-type: none"> <li>➤ American Financial Corporation. Leadership in Organizations by Gary Yukl. Pp. 161-162</li> </ul>