



**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**Leadership and Interpersonal group process OB507**  
**CREDIT: TWO Credits**  
**SESSION DURATION: 60 Minutes**

**TERM: II**  
**ACADEMIC YEAR: 2019-2021**  
**BATCH: PGDM (2019-20)**

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Office hours: 9.30 AM – 5.30 PM

**Course Description:**

This course deals with how individual behave in groups in organizations and with practices and systems within organizations that facilitate or hinder effective behaviour. 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:**

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

- LO1.** Distinguish different types of groups and demonstrate how norms and status exert influence on an individual's behavior.
- LO2.** Identify the characteristics of effective teams and how organizations can create team players.
- LO3.** List the individual and organizational factors that stimulate power and political behavior in organizations.
- LO4.** Outline the process of conflict and contrast between distributive and integrative bargaining.
- LO5.** Explain how to find and create effective leaders.
- LO6.** Understand different forms of participative leadership and empowerment.
- LO7.** Understand how followers can have a more effective relationship with their leader.

**Course Pedagogy:**

The pedagogy shall be a mix of hands-on experiential simulations, video-based insights as well as lectures and case analyses. Research insights shall be disseminated through the readings, which are a mandatory requirement for classroom discussions. This course puts maximum weightage on assignments that would focus on ongoing leadership scenarios.

**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.
- 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*. 4<sup>th</sup> Ed. Tata McGraw-Hill: New Delhi.
- Yukl, G. (2013) *Leadership in Organizations*. 8<sup>th</sup> ed. Pearson Education.

**Additional Readings:**

- **Harder than I thought: Adventures of a twenty first century** by Robert D. Austin, Richard L.Nolan and Shannon O' Donnell.
- **Extreme Ownership: How U.S. Navy Seals, Lead and Win** by Jocko Willink, Leif Babin.

**Course Evaluation criteria**

Component	Weight	Learning Outcomes
Quizzes	20%	<b>Quiz 1</b> (Before Midterm)- Learning outcomes 1-3/4. <b>Quiz 2</b> (After Midterm)- Learning outcomes 5-7.
Class participation	10%	
Assignments	10%	Learning outcomes 1-5 and 7
Presentation	10%	
Mid term	20%	Learning Outcomes 1-4
End-term	30%	Learning Outcomes 1-7
Total	100%	

**Plagiarism**

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.

**Session Plan**

Session No.	Topic	Learning outcomes	Reading
1-4	<b>Foundations of Group Behavior</b> Types of Groups; Stages of Group Development; Group	<b>LO1</b>	<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</i></li> </ul>

	Properties: Roles, Norms, Status, Size and Cohesiveness; Group Decision Making; Individual versus Group Decision Making; Group Decision- Making Techniques		Organizations Chapter 8. <b>Article Review</b> Making Dumb Groups Smarter. By Sunstein, Cass R.; Hastie, Reid. <i>Harvard Business Review</i> , Dec 2014, Vol. 92 Issue 12, p 90-98.
<b>5-6</b>	<b>Understanding Work Teams</b> Difference between Groups and Teams; Types of Teams; Creating Effective Teams.	<b>LO2</b>	<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). Behavior in Organizations. Chapter 8.</li> </ul> <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.
<b>7-8</b>	<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	<b>LO3</b>	<ul style="list-style-type: none"> <li>Robbins, S.P., Judge &amp; Vohra, N. (2017). Organizational Behaviour. Chapter 13.</li> </ul> <b>Cases</b> Thomas Green: Power, Office Politics and a Career in Crisis. By W. Earl Sasser Jr.; Heather Beckham. HBR Brief Cases.
<b>9-10</b>	<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	<b>LO4</b>	<ul style="list-style-type: none"> <li>Robbins, S.P., Judge &amp; Vohra, N. (2013). Organizational Behaviour. Chapter 14.</li> <li>Fundamentals of OB. Slocum, J.W. &amp; Hellriegel, D (2007). Chapter 9.</li> </ul>
<b>11-14</b>	<b>Introduction to leadership</b> Leadership and Management; Trait perspective of leadership; Behavioural Theories; Contingency Theories; Fiedler Model, Path goal theory, Hersey and Blanchard's Situational Theory; Transactional Leadership Vs Transformational Leadership.	<b>LO5</b>	<ul style="list-style-type: none"> <li>Robbins, S.P., Judge &amp; Vohra, N. (2017). Organizational Behaviour. Chapter 12.</li> </ul> <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>15-17</b>	<b>Participative Leadership and Delegation</b> Nature of Participative	<b>LO6</b>	<ul style="list-style-type: none"> <li>Yukl, G. (2013). Leadership in Organizations, Chapter 4.</li> </ul>

	Leadership; Consequences of Participative Leadership; Guidelines for Participative Leadership; Nature and advantages of Delegation; Guidelines for Delegating		<b>Cases:</b> Echo Electronics. Leadership in Organizations by Gary Yukl.
<b>18-20</b>	<b>Leadership Attribution and Followership</b> Leader Attributions about Subordinates; Followers Attribution; Followers Contribution to Effective Leadership.	<b>LO7</b>	<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> <b>Article Review</b> Cross-Silo Leadership by Tiziana Casciaro, Amy C. Edmondson and Sujin Jang, <i>Harvard Business Review</i> , May 2019, Vol. 97, Issue 3 pp 130-139.