



**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**OB505: Individual Dynamics**  
**CREDIT: Two Credits**  
**SESSION DURATION: 60 Minutes**

**TERM: I**  
**YEAR: 2020-2021**  
**BATCH: I**

**FACULTY:** Dr. Bindu Chhabra  
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**Course Introduction:**

Organizational performance depends largely on the ability of managers 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. Define stress and identify its sources, consequences and approaches to manage 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.

**Course Readings:**

- Robbins, S. P. Judge, T.A. & Vohra, N. (2018). *Organizational Behaviour, 18<sup>th</sup> ed.* New Delhi: Pearson Education
- 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	Learning Outcomes
Quiz	20%	All LOs
Class Participation	10%	All LOs
Article and Case Presentation	10%	All LOs
Mid-Term	30%	LO1, LO2, LO3
End-term	30%	LO4, LO5, LO6
<b>Total</b>	<b>100%</b>	

### 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
1-2	<p><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</p>	1	<ul style="list-style-type: none"> <li>➤ Koontz, H. &amp; Wehrich, H. (2005): Chapter 8, pp. 199-219</li> <li>➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2018): 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>
3-8	<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>	2	<ul style="list-style-type: none"> <li>➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2018): Chapter 5</li> <li>➤ Luthans, F. (2013). Organizational Behavior. Chapter 5</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> </ul> <p><b>Case</b></p> <ul style="list-style-type: none"> <li>• Why is the Universe Against Me? By Kristin Behfar; Jolene H. Bodily. <i>Darden School of Business</i>.</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>• Using Big Five Model of Personality</li> </ul>
9-12	<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>	3	<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. (2018): Chapter 6, pp 175-211</li> </ul> <p><b>Article Review</b></p> <ul style="list-style-type: none"> <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> <li>➤ Beyond Bias: How to Shift Ingrained Thinking. By: Heidi Grant Halvorson; David Rock. <i>Rotman Management Magazine</i>, Spring 2016, 33-37.</li> </ul>
13-14	<p><b>Attitudes and Job Satisfaction</b>            Types of attitudes; Theories of Attitudes; Attitude Surveys; Job Satisfaction; Organizational</p>	4	<ul style="list-style-type: none"> <li>➤ Robbins, S. P.; Judge, T.A.; Vohra, N. (2018): Chapter 3</li> <li>➤ Greenberg, J. &amp; Baron, R.A. (2008). Behavior in Organizations.</li> </ul>

	Commitment		Chapter 6. <b>Article</b> ➤ Envy at Work. By Tanya Menon & Leigh Thompson. <i>Harvard Business Review</i> . April 2010. pp 66-71. <b>Case</b> ➤ Somebody Stop the Radio Star: Jian Ghomeshi At The CBC. By Karen MacMillan; Meredith Woodwark. Ivey Publishing.
15-18	<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	5	➤ Luthans, F. (2008): Organisational Behaviour. Chapter 6 ➤ Robbins, S.P., Judge & Vohra, N. (2018): Organizational Behaviour. Chapter 7 & 8 ➤ Greenberg, J. & Baron, R.A. (2008). Behavior in Organizations. Chapter 3 & 7. <b>Case Study:</b> ➤ Improving Class Contribution: Annie's Low Score. By: Karen MacMillan, Abby Xiong. Harvard Business School. <b>Article Review:</b> ➤ 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
19-20	<b>Stress Management</b> Sources of Stress; Consequences of Stress; Managing Stress	6	➤ Robbins, S.P., Judge & Vohra, N. (2018). Organizational Behaviour. Chapter 17 <b>Article Review:</b> ➤ Are You Working Too Hard? By Herbert Benson. <i>Harvard Business Review</i> . Nov. 2005. pp. 53-58.