INTERNATIONAL MANAGEMENT INSTITUTE
BHUBANESWAR

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

TERM: II
ACADEMIC YEAR: 2021-2022
BATCH: PGDM (2021-2023)

FACULTY: Prof. Bindu Chhabra
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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 teamwork, 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 the importance of emotional intelligence for leadership
LO7. Understand different forms of participative leadership and empowerment.

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, 16th ed.* New Delhi: Pearson Education.
- 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.
- Yukl, G. (2013*) Leadership in Organizations*. 8th ed. Pearson Education.

Course Evaluation criteria

Component	Weight	Learning Outcomes
Quizzes	30%	**Quiz 1**- Learning outcomes 1-3/4. **Quiz 2** Learning outcomes 5-7.
Class participation	10%	All LOs
Mid-Term	20%	Learning outcomes 1-5 and 7
Presentation	10%	All LOs
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	Readings
1-4	**Foundations of Group Behavior** 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	LO1	➢ Robbins, S. P.; Judge, T.A.; Vohra, N. (2017): Chapter 9 ➢ Greenberg, J. & Baron, R.A. (2008). Behavior in Organizations. Chapter 8. **Article Review** ➢ Making Dumb Groups Smarter. By Sunstein, Cass R.; Hastie, Reid. *Harvard Business Review,* Dec 2014, Vol. 92 Issue 12, p 90-98.
5-6	**Understanding Work Teams** Difference between Groups and Teams; Types of Teams; Creating Effective Teams	LO2	➢ Robbins, S. P.; Judge, T.A.; Vohra, N. (2017): Chapter 10 ➢ Greenberg, J. & Baron, R.A. (2008). Behavior in Organizations. Chapter 8. **Article Review** ➢ The discipline of teams. By Katzenbach, J. R. & Smith, D. K. (1993). *Harvard Business Review,* Mar/Apr 1993, Vol. 71 Issue 2, p 111-120.
7-8	**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	LO3	➢ Robbins, S.P., Judge & Vohra, N. (2017). 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 **Article Review:** ➢ *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

9-10	**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	LO4	➢ Robbins, S.P., Judge & Vohra, N. (2017). Organizational Behaviour. Chapter 14 ➢ Fundamentals of OB. Slocum, J.W. & Hellriegel, D (2007). Chapter 9 **Article Review:** ➢ Managing Conflict Constructively by Dillon, K. **Rotman Management,** Winter 2017, pp 52-57. **Case** ➢ TerraCog Global Positioning Systems: Conflict and Communication on Project Arial, 2184, April 11 -2008, HBSP
11-14	**Introduction to 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; Transactional Leadership Vs Transformational Leadership	LO5	➢ Robbins, S.P., Judge & Vohra, N. (2017). Organizational Behaviour. Chapter 12 **Article Review:** ➢ 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. **Activity:** ➢ T-P Leadership Questionnaire: An Assessment of Style

| 15-17 | **Leadership and Emotional Intelligence**
 Different components of EI, Importance of emotional intelligence for a leader | LO6 | ➢ Robbins, S.P., Judge & Vohra, N. (2017). Organizational Behaviour. Chapter 4 and Chapter 12.
 Case:
 ➢ PeopleFirst Inc: A Star Employee but a Terrible Manager, Ivey Publishing, Product #: W20780-PDF-ENG
 Article Review:
 ➢ The focused leader. By Daniel Goleman. *Harvard Business Review*. December 2013, Vol. 91, Issue. 12, pp 50-60. |
| 18-20 | **Participative Leadership and Delegation**
 Nature of Participative Leadership; Consequences of Participative Leadership; Guidelines for Participative Leadership; Nature and advantages of Delegation; Guidelines for Delegating | LO7 | ➢ Yukl, G. (2013). Leadership in Organizations, Chapter 4
 Cases:
 ➢ Echo Electronics. Leadership in Organizations by Gary Yukl.
 ➢ Alvis Corporation. Leadership in Organizations by Gary Yukl
 Article Review
 ➢ Building Leaders at Every Level: A Leadership Pipeline by Stephen J. Drotter and Ram Chran |