

**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: 2021-2022**  
**BATCH: PGDM (2020-2022)**

FACULTY: Prof. Pallavi Pandey  
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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 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, 16th 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> Learning outcomes 1-3/4. <b>Quiz 2</b> Learning outcomes 5-7.
Class participation	10%	
Mid-Term	20%	Learning outcomes 1-5 and 7
End-term Presentation	10%	
End-term	40%	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 Properties: Roles, Norms, Status, Size and Cohesiveness; Group Decision Making; Individual versus Group Decision Making; Group Decision- Making Techniques	<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 Organizations</i> Chapter 8.</li> </ul> <b>Article-</b> Making dumb groups smarter by Cass R Sunstein and Reid Hestie. <i>Harvard Business Publishing</i> .
5-6	<b>Understanding Work Teams</b> Difference between Groups and	<b>LO2</b>	<ul style="list-style-type: none"> <li>• Robbins, S. P.; Judge, T.A.; Vohra, N. (2013): Chapter</li> </ul>

	Teams; Types of Teams; Understanding virtual teams Creating Effective Teams.		10. <ul style="list-style-type: none"> <li>Greenberg, J. &amp; Baron, R.A. (2008). Behavior in Organizations. Chapter 8.</li> </ul>
7-8	<b>Power and Political Behaviour (Through the lens of leadership)</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> <p><b>Cases</b> Thomas Green: Power, Office Politics and a Career in Crisis. By W. Earl Sasser Jr.; Heather Beckham. HBR Brief-Cases.</p>
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.	<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>
11-14	<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	<b>LO5</b>	<ul style="list-style-type: none"> <li>Robbins, S.P., Judge &amp; Vohra, N. (2017). Organizational Behaviour. Chapter 12.</li> </ul> <p><b>Article Review:</b> Level 5 leadership. By Jim Collins. <i>Harvard Business Review</i>. January 2001, Vol. 79, Issue. 1, pp 66-76.</p>
15-17	Transactional Leadership Vs Transformational Leadership.  Stories of transformational and transactional leadership	<b>LO6</b>	<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.
18-20	<b>Participative leadership</b>	<b>LO7</b>	<ul style="list-style-type: none"> <li>Yukl, G. (2013). Leadership in Organizations, Chapter 4</li> </ul>
21-22	<b>End term presentations</b>		