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| Course title: Organizational Behavior and Leadership | | | | |
| Course code: PPM 116 | No. of credits: 2 | L-T-P distribution: 26-04-00 | Learning hours: 30 | |
| Pre-requisite course code and title (if any): | | | | |
| Department: Department of Business & Sustainability | | | | |
| Course coordinator (s): | | | Course instructor (s): | |
| Contact details: | | | | |
| Course type | Core | Course offered in: Semester II | | |
| Course description In today's dynamic environment, organizational behavior and leadership are critical differentiating factors for organizational success and excellence. There are continuous changes in social, political, cultural, global as well as economic environment, and an understanding of organizational behavior and leadership is essential for future managers to manage such changes through strategic choices anchored in the vision of the organization and its people. This course will cover organizational behavior theory and research in the context of current realities. The purpose is to impart state of art knowledge in the field of OB and imbibe professional and broad humanistic values that leaders must possess for steering the teams and organizations to achieve excellence while safeguarding the interest of all stakeholders, including society and environment. | | | | |
| Course objectives The objectives are: <ul style="list-style-type: none"> • To impart knowledge about classical and contemporary OB theories and concepts; • To sensitize students about managing diversity among people and deal with behavioral issues in organizations; • To prepare students for leadership challenges in different forms of organizations. | | | | |
| Course content | | | | |
| Module | Topic | L | T | P |
| 1. | Introduction to Organizational Behaviour- Classical and Neoclassical | 2 | 0 | 0 |
| 2. | Individual Behaviour- Knowing and Managing Yourself; Unleashing Creativity (Self and Others) | 2 | 0 | 0 |
| 3. | Exploring Roles and Identities through an understanding of Values, Personalities, Emotions (Emotional Intelligence), Attitudes, and Perceptions | 4 | 0 | 0 |
| 4. | Gender issues in Workplace (including Sexual Harassment) | 2 | 0 | 0 |
| 5. | Motivation; early and contemporary theories; self-motivation; sustainable motivation | 2 | 0 | 0 |
| 6. | Teams v/s groups; why teams, the journey of designing and sustaining effective teams, working in virtual teams | 2 | 2 | 0 |
| 7. | Communication Skills for Team Effectiveness; Difficult Conversations and Persuasive Communication; Intercultural Communication; Communication in Digital Era | 2 | 2 | 0 |
| 8. | Change Management: Overview; Impact of Change; Role of Organization Structure and Culture; Managing across cultures | 2 | 0 | 0 |
| 9. | Leadership- Managers versus Leaders; Perspectives of leadership: Trait, Behavioral, Contingency; Types/Styles: Transactional, Transformational, Charismatic Leadership, and Democratic, Autocratic and Free Rein; Leadership and Innovation; Leadership for sustainable development; Corporate Governance and Leadership; Followership | 6 | 0 | 0 |
| 10. | Role of trust in organizational context; power and politics | 2 | 0 | 0 |
| Total | | 26 | 4 | 0 |

Evaluation criteria

Test 1: Assignment-30%

Test 2: Presentation -30%

Test 3: End-Term Exam-40%

Test 1 (at the end of module 4)

Structure: The students will be required to identify an organization in consultation with the course instructor and submit a report based on analysis of primary and/or secondary data covering critical review of any one dimension like job satisfaction, values, leadership, organizational citizenship behaviour, emotional intelligence, types of communication etc. Each report shall focus on one dimension to be decided in consultation with the course instructor. Parameters: Type of data; originality; timeliness, structure and formatting; logic of arguments and flow of thoughts; understanding of theoretical base will be the parameters for evaluation. All five components carry equal weightage.

Test 2 (at the end of module 8)

Structure: The students will be required to select one book- an autobiography/biography/life-history of a leader, in consultation with the course instructor, and make a presentation covering (a) summary of the book and its salient features (b) reflection on the leadership qualities of the person (c) debate on whether leaders are born or made and (d) a critical evaluation of their own leadership ability.

Parameters: The parameters for evaluation include structure and layout, originality, analytical ability, and presentation skills including audio-visual aids, body language, voice modulation etc. Each component carries weightage of 25 percent.

Test 3 (End-Term Exam; at the end of all modules)

This will be an open book exam based on all the modules covered in the class.

Learning outcomes

By the end of the course, the students should be able to:

- Demonstrate an understanding of organizations as complex and pluralistic places where both conflict and cooperation are normal occurrences (Test 1, 2 and 3)
- Ability to reflect on their personal leadership skills and ability to exhibit leadership qualities in organizations (Test 2)
- Ability to assimilate, and apply knowledge of basic theories and concepts to solve organizational behaviour problems (Test 1, 2 and 3)

Pedagogical approach

The course will be delivered through lectures, discussions based on suggested readings, games, and presentations. The students will be required to prepare suggested readings in advance to discuss module-wise topics in the class.

Materials

Reading material to be distributed by faculty.

Textbook

Robbins, SP, Organizational Behaviour, Pearson Education

Suggested Books

Bade, J, Bade, S, and Hilton, S, More Human (2015), Public Affairs Collins, J, Good to Great (2001), William Collins
Horowitz, B, The Hard Thing about Hard Things (2014), Harper Business Sinek, S, Leaders Eat Last (2014), Penguin Books

Slywotzky, A, and Weber, K (2011), Demand, HighBridge

Wallace, A and Catmull, E (2014), Creativity Inc, Transworld Publishers

Suggested Articles/Papers

Amabile, T (1997). Motivating Creativity in Organizations. Available at

<http://bear.warrington.ufl.edu/weitz/mar7786/articles/amabile%20ccal%20mgt%20review.pdf> Available at

<https://www.sciencedirect.com/science/article/pii/S0191308517300072>

Giles, S (2016). The Most Important Leadership Competencies According to Leaders Around the World. Available at

<https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

Grant, A, Gino, F and Hoffman, D. Reversing the Extraverted Leadership Advantage: The Role Of Employee Proactivity. Available at

https://static1.squarespace.com/static/55dcde36e4b0df55a96ab220/t/GrantGinoHofmann_Reversing.pdf Harvey, EO

(2018). 5 Behaviours of Leaders Who Embrace Change. Available at <https://hbr.org/2018/05/5-behaviors-of-leaders-who-embrace-change>

Houser, O (2017). Innovation with field experiments: Studying organizational behaviors in actual organizations. Available at <https://www.sciencedirect.com/science/article/pii/S0191308517300059>

Jarret, M (2017). The 4 Types of Organizational Politics. Available at <https://hbr.org/2017/04/the-4-types-of->

organizational-politics

Lee, MY and Edmondson, AC (2017). Self-managing organizations: Exploring the limits of less-hierarchical organizing. Available at <https://www.sciencedirect.com/science/article/pii/S0191308517300059>

Lunenburg, FC (2011). Leadership versus Management- A Key Distinction – At Least in Theory. Available at https://cs.anu.edu.au/courses/comp3120/local_docs/readings/Lunenburg_LeadershipVersusManagement.pdf

Ridgeway, E (2010). Why Introverts Can Be Good Leaders? Available at: <http://edition.cnn.com/2010/BUSINESS/11/29/introverts.leadership/index.html>

Traphagan, J (2017). We're Thinking About Organizational Culture All Wrong. Available at <https://hbr.org/2017/01/were-thinking-about-organizational-culture-all-wrong>

Additional information (if any)

Student responsibilities

Attendance, feedback, discipline etc.

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Course reviewers:

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