Course Title: Managing group processes and diversity issues: pillars of sustainable workplace			
Course code: PPM 203	**No. of credits:** 2	**L-T-P:** 30-00-00	**Learning hours:** 30
Pre-requisite course code and title (if any): Organizational Behaviour			
Department: Policy and Management Studies			
Course coordinator: Dr. Shruti Sharma		**Course instructor:** Dr. Moumita Acharyya	
Contact details: moumita.acharyya@terisas.ac.in		**Course offered in:** Semester 3	
Course type: Elective			

Course description: To familiarize the students with the functioning of individuals in group situations. To provide students with an understanding of human behaviour at work and how to effectively integrate human and organizational resources. The course devises pathways to improve people's quality of work-life and group situations in organizations and understand how managers can create positive change in organizations. This course will introduce the learners to the fundamental aspects of group behaviour in detail.

Course objectives:

- To analyze the conceptual framework and fundamentals of group dynamics to enable and sustain high performance and effectiveness;
- To attain and improve the ability and skills to analyse and apply critical thinking and learning skills to "real life" problems and situations concerning human behaviour;
- To identify the behavioural skills that improve individual and group performance for business effectiveness and apply them in organizational work.
- To achieve overall development to become effective leaders & managers.
- To demonstrate how workplace discrimination undermines organizational effectiveness.

Course Content

Module	Topic	L	T	P
1.	Foundations of Group Behaviour: Defining and classifying Groups, stages of group development, Five Group properties. Impact of group working on organizational outcomes.	2		
2.	Group dynamics: Group decision making, Group Processes: Conformity, deviance, cohesiveness, social loafing and facilitation, cooperation and competition. Case study: The Everest Tragedy	4		
3.	Interpersonal Behaviour: Communication process, Modes of communication, transactional analysis, JOHARI window. Barriers to effective communication. Group Communication: Process, formal and informal communication, verbal and non-verbal patterns of communication, social networks, rumors, and grapevine.	4		
4.	Understanding Self: Diagnosing and Understanding Self, Self-Analysis Extending Self to Others, Interpersonal Relationship at Work. Emotional Intelligence.	4		
5.	Understanding work teams: Managing Team Effectively, Developing Assertiveness and Trust on others (Building Next Line of Leadership). Creating effective teams, Turning individuals into team players. Case study: Team building at Mindtree Consulting.	4		
6.	Organizational justice and ethics: Ethical behaviour in organizations and difference between morals and ethics, the guiding principle of global ethics, factors promoting ethical and unethical behaviour. Case study: Organizational justice – why care about it in service sector?	4		
7.	Positive Organizational Scholarship: Principle and scope of POS, Mindfulness at work and well-being at work.	4		

8.	Managing Diversity and Inclusion at workplace: Introduction, history and evolution of DEI: challenges & opportunities. Stereotypes and discrimination at workplace, implementing diversity management strategies. Interpersonal dynamics, Strategies and tools for creating inclusive culture. Case study: ABB leveraging diversity and inclusion.	4		
	Total (in hours)	**30**	**0**	**0**

Evaluation criteria:

1. Minor 1 Exam – 30%
2. Minor 2 Exam (Case Analysis/Assignment/Presentation) – 30%
3. Major Exam – 40%

Minor 1 Exam **(at the end of module 4)**
Structure: Students will be assessed through MCQ format quiz.
Minor 2 Exam **(at the end of module 7)**
Structure: The students will be assessed through a group task presentation (case analysis or problem solving) and participation in team building activities conducted in class.
Major Exam **(End-Term Exam; at the end of all modules)**
This will be an exam based on all the modules covered in the class. This will be a written examination and will be application based.

Learning outcomes:

By the end of the course, the students should be able to demonstrate the following understanding of skills, abilities and characteristics:

LO1: Broader perspectives and importance of interpersonal and organizational behaviour at the workplace.
LO2: Abilities to recognize components and complexities of group dynamics and employee engagement.
LO3: Comprehending best work practices in the changing working environment.
LO4: Insights on emotional intelligence competencies to manage disruptive work environment.
LO5: Analyse and apply the concept of groups and team building processes in organizations.

Materials

Suggested readings:

1. Robbins, S.P. Judge, T.A. & Vohra, N., "Organizational Behavior," 18th Ed, Pearson Education. (2019)
2. Parek, U. & Khanna, S., "Understanding Organizational Behavior," 4th Ed, Oxford University Press. (2018)

Additional readings:

1. Cameron, K.S. & Spreitzer, G.M., "The Oxford Handbook of Positive Organizational Scholarship," Oxford Handbooks. (2012)
2.Greenberg, J. & Baron, R., "Behavior in Organizations," 10th Ed, Pearson-Prentice Hall. (2009)
3. Baron R. A. and Byrne D., "Social Psychology", 10th Ed., Pearson Education, Inc. (2004)
4. Luthans F., "Organizational Behavior",10th Ed., McGraw-Hill Companies. (2004)
5.Cameron, K.S., Dutton, J.E.& Quinn, R.E., "Positive Organizational Scholarship," Berrett-Koehler Publishers, Inc, San Francisco. (2003)

Pedagogical approach:

The course will be primarily taught though a combination of class discussions, quizzes, and case analysis, role plays and assignment, and presentations.

Additional information: The course was prepared by Dr. Moumita Acharyya. Few interesting articles can be accessed through the following: https://hbr.org/2019/03/the-future-of-leadership-development https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/raising-the-resilience-of-your-organization https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/organizing-for-the-future-nine-keys-to-becoming-a-future-ready-company
Student responsibilities: Attendance, Participation in the class exercises and case discussions, to read relevant student material before attending the class.

Course Reviewer(s):

- Ms Pooja Singh (Sr. HR Manager, PSU, New Delhi)
- Dr. Sanyukta Jolly (Professor, IILM)