

Course title: Management concepts and Organizational Behavior				
Course code: PPM 118	No. of credits: 3	L-T-P: 35-08-04	Learning hours: 47	
Pre-requisite course code and title (if any):				
Department: Policy and Management studies				
Course coordinator (s): Dr. Shruti Sharma Rana		Course instructor (s): Dr. Shruti Sharma Rana		
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Course type: Core		Course offered in: Semester I		
<p>Course description: In today's dynamic environment, organizational behaviour 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 management concepts and organizational behaviour 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 management concepts and organizational behaviour theory, research in the context of current realities. The purpose is to impart state of art knowledge in the field of organisational behaviors 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.</p>				
<p>Course objectives:</p> <ul style="list-style-type: none"> ▪ To impart knowledge about different forms of organizations, and changing roles and responsibilities of a manager . ▪ To explain and discuss historical evolution of management thought and contemporary management approaches ▪ To explore managerial challenges in different organizations and discuss choices and appropriate strategies. ▪ To impart knowledge about classical and contemporary organisational behaviors theories and concepts ▪ To sensitize students about managing diversity among people and deal with behavioural issues in organizations. 				
Course content				
Module	Topic	L	T	P
1.	Nature of Management; Social Responsibility of Business; Manager and Environment Levels in Management; Managerial Skills; Planning - Steps in Planning Process; Scope and Limitations; Short Range and Long-Range Planning; Flexibility in Planning; characteristics of a sound Plan; Management by Objectives (MBO); Policies and Strategies; Scope and Formulation; Decision Making; Techniques and Processes.	6	0	0
2.	Organising; Organisation Structure and Design; Authority and Responsibility Relationships; Delegation of Authority and Decentralisation; Interdepartmental Coordination; Emerging Trends in Corporate Structure, Strategy and Culture; Impact of Technology on Organisational design; Mechanistic vs Adoptive Structures; Formal and Informal Organisation.	6	2	2
3.	Perception and Learning; Personality and Individual Differences; Motivation and Job Performance; Values, Attitudes and Beliefs; Stress Management; Communication Types-Process; Barriers; Making; Communication Effective.	6	2	0
4.	Group Dynamics; Leadership – Styles; Approaches; Power and Politics; Organisational Structure; Organisational Climate and Culture; Organisational Change and Development.	6	1	0
5.	Comparative Management Styles and approaches; Japanese Management Practices Organisational Creativity and Innovation; Management of Innovation - Entrepreneurial Management – Benchmarking; Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.	6	2	0
6.	New generation organizations. Their challenges and Barriers. <ul style="list-style-type: none"> • Managing Workforce Diversity. • Improving Customer Service • Stimulating Innovation and Change • Improving People Skills. 	5	1	2

	<ul style="list-style-type: none"> Working in Networked organisation. 			
	Total	35	8	4
<p>Evaluation criteria Minor-1: Assignment-30% Minor-2: Presentation -30% Major exam 3: End-Term Exam-40%</p> <p>Minor-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 behavior, 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.</p> <p>Minor 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.</p> <p>Major exam 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.</p> <p>Case Study discussion: A case may be studied keeping in mind the following:</p> <ol style="list-style-type: none"> a <u>problem definition</u> statement, which identifies the key issues facing management (not more than a few lines); the objectives alternative plan of action an <u>analysis</u> section which synthesizes and integrates the answers to the key questions for the case, but does not repeat the facts themselves, and presents logical arguments in defense of both the problem definition and the recommended solution; <p>a set of <u>detailed recommendations</u> and suggestions for their implementation, including how to overcome any potential issues of implementation identified by the analysis.</p>				
<p>Learning outcomes: By the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> 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) 				
<p>Pedagogical approach</p> <ul style="list-style-type: none"> Interactive Lectures Case discussions and presentations News crunching 				
<p>Materials: Textbook</p> <ul style="list-style-type: none"> 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 http://bear.warrington.ufl.edu/weitz/mar7786/articles/amabile%20ccal%20mgt%20review.pdf 				

- Available <https://www.sciencedirect.com/science/article/pii/S0191308517300072>.
- Giles, S (2016). The Most Important Leadership Competencies According to Leaders Around the World. Available <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 https://static1.squarespace.com/static/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.

Additional information (if any): None

Student responsibilities: Attendance, timeline adherence for assignments, come prepared with readings / cases according to the session plan and as and when provided

Prepared by: Dr. Shruti Sharma Rana

Course Reviewer:

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2. Dr. Shyamli Satpathy, IILM, Lodhi Road