



AMRITA SCHOOL OF BUSINESS

KOCHI CAMPUS

Course: Organizational Behavior-II

Course Facilitator: Dr.V.Murale

Course Objectives:

An organization does not really accomplish anything on its own. Plans do not accomplish anything either. Endeavors succeed or fail because of the people involved. Apart from their own personality attributes, peoples' efforts in an organization are also influenced by the changes in economic, technological and social conditions, inside and outside the organization. The course Organizational Behavior-II is planned and designed to help students to understand various group processes, conflict management, and negotiation and to develop skills in leading and teamwork. Moreover, the course focuses on understanding how different parts of an organization interact and work together by studying the concepts of organizational structure, design, organizational culture, and organizational change and development.

Teaching/Learning Methods:

A variety of teaching/learning methods will be used to achieve the course objectives. These include: readings, lectures, case studies, group discussions, exercises, audio-visual, and assignments etc.

Learning Outcomes

Successful completion of this course should enable participants to achieve the following objectives:

1. Outline the elements of group behavior including group dynamics, communication, leadership, power & politics and conflict & negotiation.
2. Understand your own management style as it relates to influencing and managing behavior in the organization systems.
3. Assess the potential effects of organizational-level factors (such as structure, culture and change) on organizational behavior.
4. Critically evaluate the potential effects of important developments in the external environment (such as globalization and advances in technology) on organizational behavior.
5. Analyze organizational behavioral issues in the context of organizational behavior theories, models and concepts
6. Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

Evaluation:

Students are evaluated based on their performance in individual assignments, mid-term and end-term examination, group learning paper, and group project and presentations and class participation. The weightage for various components will be as follows:

Indivd. Learning Paper – 20%
Mid-term examination – 20%
End-term examination – 30%
Group project and presentations – 15%
Experiential Learning activities &
Class participation-15%

Sessions Plan

A tentative schedule for the topics to be completed in different sessions is presented below

Sessions	Topic
1	Group Dynamics and Work Teams
2	Group formation and development, functional and dysfunctional group dynamics, decision making by groups
3,4	Types of teams, characteristics of an effective team, and creating effective teams
5	Conflict, Cooperation, Trust, and Deviance Nature of conflict, conflict management strategies and Techniques
6 & 7	Negotiation process
8	Power and Influence Bases of power, influence tactics in organizations, empowering employees, and organizational politics
9&10	Leadership in Organizations Theories of leadership – an overview of the initial studies, trait theories, behavioral theories, contingency theories, and recent leadership theories Contemporary leadership roles – leadership as developing others, managing talented team members
11,12	Organizational Structure and Design Structure – the basic dimensions of organizations, departmentalization – ways of structuring organizations, common organizational designs
13 14	Organizational Culture The basic nature of organizational culture, creating and transmitting organizational culture
15 & 16	Organizational Change and Development The nature of the change process, resistance to change and managing organizational change
17& above	Group project presentations

Note: The prescribed textbook for this course is ‘Organizational Behavior’ by Nelson, Quick & Khandelwal. However, students are advised and expected to go through some additional books/readings related to the topics mentioned above. Active class participation and thorough preparation is expected from student body

Individual Learning Paper (ILP) Guidelines

This part of evaluation for students to submit an original research paper pertaining to any area of group dynamics. This project will give you an opportunity to explore in detail some specific aspect of group dynamics that interests you. This paper is to be based on your observations of group dynamics during the group meetings you would have had to discuss class assignments and other group projects. Your outline should include a brief overview of the literature (2 articles minimum), Issues, such as - how did the group manage its time; how did the group manage conflicts; how did the group manage problem members; what steps were taken to cut on the process loss due to working in groups; what attitude did the group take towards innovative ideas; how did the group manage transactions among members-were there times and individuals who would typically respond more critically, criticize others, or enjoyed working in groups or enjoyed just being with group members - are examples of material which can be reported in the paper.

This write-up should be incorporated in a paper which would be no longer than 5 double spaced typed pages in

Times Roman (font size 12) and 1 inch margins on all sides. Please print on both sides and please do not add a cover page. Just indicate your group members on the first page and start the write-up (we must save trees!).

The paper is expected to reflect an integration of the experiences/reality with the concepts, theories, and principles that are covered in the class

Group project

Since organizational work involves working and communicating with others, you are asked to participate in a group project. You will be randomly assigned to work in groups of Six or Seven. The aim of the group project is two-fold: 1) the project allows you to directly experience the social processes we discuss in the second part of our course and 2) the project allows you to evaluate a recent organizational event using the organizational concepts we have learned and the analytical skills you have developed in the course. Additional information on the group project is provided somewhere in this section.

Please submit a detailed proposal describing your event of interest and the organizational concepts you intend to apply to the professor on October 31, 2017. This proposal should be 2 pages and will outline (1) a brief description of the event (2) why your group is interested in this event (again see the instructions for more information). The final paper should be 12-15 pages long, double-spaced. Please be sure to correctly cite your sources in your paper and to provide a list of references in APA style at the end of your paper (see the instructions below). You should also provide the first page of any internet source that your reference in the appendix of your paper. The final group project assignment is due by email at 10am December 31, 2017

Every day we learn of new organizational events such as impending leadership changes, mergers and acquisitions, and organizational errors. These current organizational events allow us to explore, test, and refine our understanding of organizational theory. The aim of the group project is two-fold: 1) the project allows you to

directly experience the social processes we discuss in the second part of our course and 2) the project allows you to evaluate a recent organizational event using the organizational concepts we have learned and the analytical skills you have developed in the course.

Suggestions for getting started:

For this assignment, you should begin by perusing newspapers (e.g. Economic Times, Business Standard) and business periodicals(e.g. Business India, Fortune, Forbes,Business Today). You should select a preliminary topic of interest and follow it for several days to ensure that additional information about the event becomes available. You may also want to examine older issues of the newspaper or business press to see how past literature may have presented the issue (e.g. Was the now troubled CEO once portrayed as the next star? Was this now notorious firm once portrayed as the ideal organization?). Depending on the age of the organization, you may also be able to find books on the organization.

Once you have at least 10 sources (you may have fewer if you are using books), you should draw upon these sources as well as course materials to conduct a careful analysis of the event as well as provide recommendations for improving the outcome of the event.

In analyzing the event, you may want to consider:

- how does this particular event compare to other similar events/cases?
- how does this particular event compare with previous views of the organization?
- what organizational dynamics were operating in the event?
- what could the individual or organization have done to change the outcome of the event?

Assignment Structure:

Part I: Overview of the event (suggested length = 2 pages)

a. Description of the event. The event should be presented such that someone unfamiliar with the event can understand the key issues at hand. This discussion of the background of the event should lead you to a guiding question that you would like to address in the paper, and the concepts you select should address this question.

b. Example: Air Asia (It was founded by a government-owned conglomerate, DRB-Hicom.)On 2 December 2001, the heavily indebted airline was bought by former Time Warner executive Tony Fernandes' company Tune Air Sdn Bhd for the token sum of one ringgit (about US\$0.26 at the time) with US\$11 million (MYR 40 million) worth of debts.[8] Fernandes turned the company around, producing a profit in 2002 and launching new routes from its hub in Kuala Lumpur, undercutting former monopoly operator Malaysia Airlines with promotional fares as low as MYR 1 (US\$0.27). What management practices led to the success of Air Asia

Part II: Link the event you selected to one (or more) of the concepts or theories we covered in class (suggested length = 7-10 pages long)

a. Typically the strongest papers focus on 2-3 concepts that are discussed in depth.

b. Review the concept or theory and explain how it is operating in this particular event. More specifically, assume that you are explaining the concept to someone who has no knowledge of organizational communication. Additionally, provide clear and specific examples from the case to support your analysis. Be sure to link the example back to the concept by telling me how the example demonstrates the concept.

c. Example: From a human resources perspective, Air Asia has been successful because it focuses on empowering employees. For instance, employees are involved in job design.

Part III: Drawing on course concepts, give your assessment of and recommendations that follow from the event (suggested length = 2-3 pages long)

a. In giving your assessment, it may be helpful to consider: Was it handled well? Or would you have done something differently? For recommendations, it might help to consider: what could the organization/person itself/him/herself have done differently (if the event could have been better). Alternatively, you might consider how other organizations/people might learn from the event and how they might apply it to their situation. These recommendations should be specific and tell us how to these recommendations might actually be implemented.

b. Example: Air Asia success shows that investing in the employees can be beneficial to both the employee and the organization. Employees might feel more empowered if they are able to be involved in

the training of others or have greater control over their job. Organizations might benefit from employee involvement by seeking and using employee suggestions.

A note on references: see APA 6th edition for correct citation within the text of your paper as well as in the reference section. Additionally, remember that for any internet source used, you must provide the 1st page of that document in the appendix of your paper.

Please be sure to cover each of these three parts explicitly. The examples are for illustrative purposes; your actual responses should delve deeper into the links between course concepts and the event at hand.

Good Luck!!!