



ORGANIZATION DEVELOPMENT AND BEHAVIOR: THEORY AND PRACTICE COURSE SYLLABUS

Instructor Information

Prakash K Nair, PhD

Email: prakash.nair@myra.ac.in

Phone: 7760007755

Note: You can contact me by email/phone, preferably the former.

I will also be available to meet by appointment during my office hours Monday/ Tuesday

Overview

This introductory course focuses on providing you with the knowledge and understanding of fundamental management and organizational theories and principles. Specifically, the course will cover seminal and cotemporary concepts in the areas of organizational behaviour (OB), and organization development (OD) in particular organizational structure, culture, and change. You will also learn through examples and case studies how the various principles and concepts are relevant to practice, and how they can be effectively applied.

Course Objectives

1. Describe key management and organizational behaviour theories and models
2. Discuss individual attributes and contextual factors that influence behaviour
3. Examine various behavioural theories and models and their relevance to managers
4. Discuss decision making process and the potential biases that affect decisions
5. Analyze performance problems and issues at workplace
6. Develop approaches to engage and motivate employees
7. Design and implement effective team processes
8. Analyze and describe the culture of an organization
9. Adopt the right attitude and approach to organizational change initiatives
10. Apply critical thinking to OB/ Management principles, perspectives, and practices

Course Materials

- 1) Required Course Text: McShane, S. L., & Von Glinow, M. A. (2014). *Organizational Behaviour: Emerging Knowledge, Global Reality* (6th ed.). India: McGraw Hill.
- 2) Research or business articles, and case studies as identified by instructor

Instructional Method

The course will include lectures, group activities, case studies, and take-home assignments. You would also be expected to use online resources besides printed material. You will be provided opportunities to present your views, learn through various activities, and work on group projects. The activities, projects, and assignments are designed to help you gain knowledge and understanding of key organizational behaviour and management principles, and furthermore help you connect theory to practice.

Expectations

Attendance and In-Class Conduct

You are expected to attend all classes. Absence without a credible reason will have a negative impact on your final grades. You are also expected to arrive on time to class.

You are expected to come prepared to discuss assigned cases and articles. Appropriate behaviour is expected of all of you. Improper comments, unruly behaviour, inappropriate language, disrespect to other students or instructor, and other behaviour that causes disturbance to the class (as determined by the instructor) will not be tolerated.

Adherence to Proper Scholastic Conduct

Scholastic misconduct is commonly defined as "any act that violates the rights of another person in academic work or act or behaviour that involves misrepresentation of your own work."

The strength of our institution, as with any academic institution, depends on the integrity of each of its members, faculty, staff, and students. You are expected to be truthful, and to desist from any form of academic dishonesty. Passing off other's ideas, writing, or work as one's own; copying others work and claiming it as your own; turning in someone else's work as your own for class credits (even if the other person seems okay with it), are considered acts of plagiarism, and will not be tolerated. If you have any doubts on this, please ask me beforehand and I will be happy to guide you.

Recording of lectures and other academic classroom material

Lectures, printed handouts and classroom activities may not be recorded and/or transmitted in any form without permission from me in advance. The handouts used in this course are copyrighted. By "handouts" I mean all materials generated for this class, which include but are not limited to syllabi, case studies, quizzes, exams, and other in-class materials.

Evaluation

There will be periodic evaluations of your learning through written assessments and presentations, and a final comprehensive closed book written examination.

Guidelines for Assignments

Please make sure that you complete your assignments on time. Late assignments will result in a zero grade unless in the case of a personal emergency or for medical reasons.

Written work should be free of spelling and grammatical errors. They must be single-spaced, left-justified in Times New Roman font size 12. Requirements for assignment are listed below.

1. Individual Written Paper

A 3-4 page summary and critique of an article from a peer-reviewed OB/Management research journal. You will be provided details on this in class. Your paper will be graded based on:

- a. Relevance to course content (OB/Management)
- b. Clarity and organization of written content (including adherence to APA style)
- c. Use of strong, credible sources from research to support your arguments
- d. Strength of analysis of the paper reviewed

2. Group Project

Each group will present on an OB or Management topic. The groups will be randomly assigned by instructor. The project will be graded based on:

- a. Content's relevance to OB, and use of principles and techniques taught
- b. Citing credible research or business sources
- c. Relevance to practice clearly described and articulated
- d. How well you collaborated as a team (all members contributed in some way)
- e. Presentation of project (communication, confidence of team)

3. In-Class Participation

Participation in class discussions will be graded based on:

- a. Originality and relevance to the topic in discussion
- b. Clarity of thought and presentation
- c. Citing credible research or business sources

Grading of Assignments

Assignments	%
In- Class Participation (with full attendance)	10
Individual Written Paper	25
Group/Team Project	15
Final Exam	50

Course Schedule

Session	Date	Topic	Readings/Assignment
1	17/7/17 Monday	Introduction to Organizational Behaviour	Discuss Questions on Class Syllabus/ Assignments, Scholarly writing, APA Style
2	18/7/17 Tuesday	Seminal Theories in Management	HBR Article: <i>Why hard-nosed executives should care about management theory</i>
3	20/7/17 Thursday	Individual/Innate Attributes	Read: Chapter 2 of Text Come prepared to discuss Cases from Text
4	24/7/17 Monday	Perceptions- Self and Others	Chapter 3 Come prepared to discuss Cases from Text
5	25/7/17 Tuesday	The self: The power of Attitude	Stanford GSB Case: <i>Triston Walker: The extroverted introvert</i> Guidelines for Individual Assignments
6	27/7/17 Thursday	Workplace Attitudes and Emotions	Read Chapter 4 Come prepared to discuss Cases from Text
7	31/7/17 Monday	Employee Motivation	Chapter 5 Come prepared to discuss Cases from Text
8	01/8/17 Tuesday	Performance Practices	Chapter 6 Come prepared to discuss Cases from Text
9	07/8/17 Monday	Decision Making	Chapter 7 Come prepared to discuss Cases from Text
10	08/8/17 Tuesday	Creativity and Innovation through Design Thinking	Stanford GSB Case: <i>The Rockefeller Foundation: Innovation in Social Finance</i> Stanford GSB Case: <i>Silicon Valley Bank: The On-Call Associates Program</i>
11	14/8/17 Monday	Team Dynamics	Read Chapter 8 Come prepared to discuss Cases from Text
12	21/8/17 Monday	Interpersonal Communication	Read Chapter 9 Come prepared to discuss Cases from Text
13	22/8/17 Tuesday	Conflict Management and Negotiation	Read Chapter 11 Come prepared to discuss Cases from Text
14	28/8/17 Monday	Leadership in Organizations	Chapter 12 Come prepared to discuss Cases from Text
15	29/8/17 Tuesday	Organizational Development: Overview	HBR Article: <i>Breakthrough in Organization Development</i>
16	04/9/17 Monday	Designing Organizational Structures	Chapter 13 Come prepared to discuss Cases from Text
17	05/9/17 Tuesday	Organizational Culture	Chapter 14 Come prepared to discuss Cases from Text
18	11/9/17 Monday	Culture Case studies	Stanford GSB Case: <i>DaVita: A community first, A company second</i> Stanford GSB Case: <i>LinkedIn Transformation Driven From Within</i>
19	12/9/17 Tuesday	Organizational Change	Read McKinsey Article: <i>Build a Change platform, not a change program</i> Read Chapter 15 Come prepared to discuss Cases from Text
20	15/9/17 Friday	Present Group Projects (three hours)	Deadline to Submit Individual Assignments
	18/9/17 Monday	Final Examination - Closed Book	50% of Total Grades