Course Details:

Course Title: Leadership & Organizational Behavior   **Credit Hours:** 3

Course Code: HRM - 824   **Pre-requisite:** None

Course Description:

At the core of every great enterprise are its people. The ways in which people are managed and led can enhance organizational performance through influencing employees' work attitudes, motivation, and performance-related behaviors. Employee participation, autonomy and teamwork are on the rise, making leadership and organizational behavior skills important for managers and non-managers alike. Understanding leadership and organizational behavior are critical skills especially in today's increasingly globalized and competitive business environment. This course is about people in organizations, focusing on how management and leadership practices affect the attitudes, motivation, behaviors, and performance of employees and teams. Course content is derived mostly from contemporary theory, research, and practice in the organizational behavior and management disciplines. Students will be encouraged to use course material to be self-aware and mindful about how they lead and interact with others, and to adopt an ethic of continuous self-improvement in their leadership, teamwork, and interpersonal skills. This course is experiential and interactive. Real case examples will be presented often along with guest speakers and students are encouraged to read the news and stay abreast of changes in the business environment which directly apply to classroom topics. Classes will include exercises, paired discussions, guest speakers, and experiential exercises. The capstone of experiential learning occurs through students working in teams in which they apply course material from all three units to diagnose events in a case involving multiple employment relationships in a complex organizational context. Teams will need to plan and coordinate activities to complete a critical analysis of the events in the case in a manner that demonstrates a deep understanding of course material and the ability to apply it to diagnose employees' reactions to events and the practices used by managers and leaders. Students will also be placed in the role of a team leader, drawing on course material to inform team decisions and plans to achieve their objectives. This analysis is designed to foster teamwork, leadership, critical thinking, writing, and presentation skills.

Course materials and topics are geared toward supporting the evolution of teams and strengthening this learning opportunity.

Course Learning Outcomes (CLO):

Upon successful completion of the course, students should be able to:

1. CLO 1. Analyze the influence of leadership and power from an organizational and ethical perspective.
2. CLO 2. Identify cognitive processes that guide organizational behavior including motivation, personality types, communication and decision making.
3. CLO 3. Develop an understanding of the skills required to effectively build, manage, and lead teams.
4. CLO 4. *Organize* ideas and present them in a coherent and structured manner.
5. CLO 5*. Develop* a project report using appropriate grammar and comprehension.

Program Goals and Learning Objectives (Postgraduate):

General Learning Goals & Objectives of MBA program are:

Goal 1: Students will be capable of critical thinking

LO 1.1: Students will be able to solve problems with the application of business knowledge.

LO 1.2: Students will be able to evaluate competing decision criteria and alternatives

Goal 2: Students will demonstrate leadership skills

LO 2.1: Students will be able to develop the ability to lead and manage in teams

LO 2.2: Students will be able to make sound decisions

Goal 3: Students will learn to communicate effectively

LO 3.1: Students will be able to communicate effectively in oral presentations

LO 3.2: Student will be able to create professional reports

Goal 4: Students will deal with the ethical dilemmas that arise in a business environment

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation

LO 4.2: Students will be able to apply ethical guidelines to address business problems by

examining a set of alternatives

Mapping - CLOs with LOs

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1								✓		Cases
CLO 2	☐									Quiz/Exams
CLO 3			✓							Final Report
CLO 4					☐					Cases/project presentation
CLO 5						☐				Project

Legend: ✔ indicates mapped and assessed ⬤ CLO, mapped but not assessed and x unmapped CLO.

Required Course Material:

Textbook (s):
The textbook for this course is:

● ORGANIZATIONAL BEHAVIOR (Improving Performance and Commitment in the Workplace) by JASON A. COLQUITT

Reference Book (s):
In addition, following reference book can also be useful:

● Organizational Behavior by Stephen P. Robbins (Indian Edition), Prentice Hall
● The Leadership Experience by Richard L. Daft (Any Edition) Thomson South Western, Cengage Learning

Other Material:

Students are encouraged to read various online publications such as the Harvard Business Review, Business Insider and the like to stay abreast of developments related to this course. Recommended readings every week (See *Course Content*) will be available for the students one week prior to the relevant session. Students are advised to follow topics rather than chapters when studying from different sources.

Course Evaluation:

Grading will be done as per NBS criteria. The breakup is as follows:

Final Exam 35% (Open Book)

Midterm 25% (Open Book)

Final Project 20% (Videography)

Assignments (5) 10% (Class Activities & Discussions)

Quizzes (3) 10% (3+3+4 Announced)

Weekly Schedule:

Week	Lecture No. and Topic	Preparation Material	Session Outcomes
		Introduction to Organizational Behavior	
1	**LECTURE 1:** Introduction	1.1 What is the definition of "organizational behavior" (OB)? 1.2 What are the two primary outcomes in studies of OB? 1.3 What factors affect the two primary OB outcomes? 1.4 Why might firms that are good at OB tend to be more profitable? 1.5 What is the role of theory in the scientific method? 1.6 How are correlations interpreted? **Case Discussion**	Identify the nature of OB and Leadership (CLO #2)
2	**LECTURE 2:** Job Performance & Work Behaviors	2.1 What is job performance? 2.2 What is task performance? 2.3 How do organizations identify the behaviors that underlie task performance?2.4 What is citizenship behavior? 2.5 What is counterproductive behavior? 2.6 What workplace trends are affecting job	Make use of the role of personality and work behaviors for performance (CLO #2)

		performance in today's organizations? 2.7 How can organizations use job performance information to manage employee performance? **Case Discussion**	
3	**LECTURE 3:** Organizational Commitment & Withdrawal	3.1 What is organizational commitment? What is withdrawal behavior? How are the two connected? 3.2 What are the three types of organizational commitment, and how do they differ? 3.3 What are the four primary responses to negative events at work? 3.4 What are some examples of psychological withdrawal? Of physical withdrawal? How do the different forms of withdrawal relate to each other? 3.5 What workplace trends are affecting organizational commitment in today's organizations? 3.6 How can organizations foster a sense of commitment among employees? **Case Discussion**	Examine how emotional cognition and attitudes affect employee and managerial work behaviors (CLO #2 & #3)
		Unit 1: Employees Individual Mechanisms	
4	**LECTURE 4:** Job Satisfaction & Job Characteristics	4.1 What is job satisfaction? 4.2 What are values, and how do they affect job satisfaction? 4.3 What specific facets do employees consider when evaluating their job satisfaction? 4.4 Which job characteristics can create a sense of satisfaction with the work itself? 4.5 How is job satisfaction affected by day-to-day events? 4.6 What are mood and emotions, and what specific forms do they take? 4.7 How does job satisfaction affect job performance and organizational commitment? How does it affect life satisfaction? 4.8 What steps can organizations take to assess and manage job satisfaction? **Case Discussion**	Identify the role of satisfaction at work (CLO #2, #3)
5	**LECTURE 5:** Stress	5.1 What is stress, and how is it different than stressors and strains? 5.2 What are the four main types of stressors? 5.3 How do individuals cope with stress? 5.4 How does the Type A Behavior Pattern influence the stress process?	Identify the role of stress on individual performance and how to manage stress (CLO #2, #3)

		5.5 How does stress affect job performance and organizational commitment? 5.6 What steps can organizations take to manage employee stress? **Case Discussion**	
6	**LECTURE 6:** Motivation	6.1 What is motivation? 6.2 What three beliefs help determine work effort, according to expectancy theory? 6.3 What two qualities make goals strong predictors of task performance, according to goal setting theory? 6.4 What does it mean to be equitably treated according to equity theory, and how do employees respond to inequity? 6.5 What is psychological empowerment, and what four beliefs determine empowerment levels? 6.6 How does motivation affect job performance and organizational commitment? 6.7 What steps can organizations take to increase employee motivation? **Case Discussion**	Apply the theories of motivation to work systems (CLO #2, & #3)
7	**LECTURE 7:** Trust, Justice, and Ethics	7.1 What is trust, and how does it relate to justice and ethics? 7.2 In what three sources can trust be rooted? 7.3 What dimensions can be used to describe the trustworthiness of an authority? 7.4 What dimensions can be used to describe the fairness of an authority's decision making? 7.5 What is the four-component model of ethical decision making? 7.6 How does trust affect job performance and organizational commitment? 7.7 What steps can organizations take to become more trustworthy? **Case Discussion**	Identify the role of trust, and fairness in the workplace (CLO #1, #2 & #3)
8	**LECTURE 8:** Learning and Decision Making	8.1 What is learning, and how does it affect decision making? 8.2 What types of knowledge can employees gain as they learn and build expertise? 8.3 What are the methods by which employees learn in organizations?	Model the role of learning in organizations and how learning facilitates decision making (CLO #2 & #3)

		8.4 What two methods can employees use to make decisions?	
		8.5 What decision-making problems can prevent employees from translating their learning into accurate decisions?	
		8.6 How does learning affect job performance and organizational commitment?	
		8.7 What steps can organizations take to foster learning?	
		Case Discussion	
	MID-TERM EXAM (9TH Week)		
	Unit 2: Individual Characteristics		
10	**LECTURE 9:** Personality & Culture Values	9.1 What is personality? What are cultural values? 9.2 What are the "Big Five"? 9.3 Is personality driven by nature or by nurture? 9.4 What taxonomies can be used to describe personality, other than the Big Five? 9.5 What taxonomies can be used to describe cultural values? 9.6 How does personality affect job performance and organizational commitment? 9.7 Are personality tests useful tools for organizational hiring? **Case Discussion**	Identify the role of personality and culture on job performance (CLO #1, #2, & #3)
11	**Final Project Proposal / Gantt Chart**		
12	**LECTURE 10:** Ability	10.1 What is ability? 10.2 What are the various types of cognitive ability? 10.3 What are the various types of emotional ability? 10.4 What are the various types of physical ability? 10.5 How does cognitive ability affect job performance and organizational commitment? 10.6 What steps can organizations take to hire people with high levels of cognitive ability?	Apply the role of abilities such as cognitive, emotional etc., on job performance.
	Unit 3: What is leadership?		
13	**LECTURE 11:**	What is leadership? Trait or process?	Analyze the influence of leadership and

			power from an organizational and ethical perspective. CLO1
14	**LECTURE 12:**	Leadership as a trait **Case Discussion**	Analyze the influence of leadership and power from an organizational and ethical perspective. CLO1
15	**LECTURE 13:**	Leadership as a Skill, Behaviour or a Style? **Case Discussion**	CLO 3. Develop an understanding of the skills required to effectively build, manage, and lead teams. CLO3
16	**LECTURE 14**	Psycho dynamic Approach: Know thy self! **Case Discussion**	Develop an understanding of the skills required to effectively build, manage, and lead teams. CLO3
17	**Buffer Week**		
FINAL-EXAM WEEK (18TH Week)			