

**Semester:** M-B-A-e Term IV, Spring Trimester 2011**Course:** Organizational Behavior and Leadership (**MGT 542**)**Credits:** Two (2)**Class Days:** Section A - Sundays, 6 to 9 pm
Section B - Mondays, 6 to 9 pm**Instructor's Personal:**

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Instructor's Profile: Satish Jung Shahi is Faculty for Organizational Behaviour (B-B-A, M-B-A & M-B-A-e), Human Resource Management (B-B-A), and Marketing Communications (B-B-A) at Ace Institute of Management. He is also a freelance new media journalist/trainer and management consultant. Earlier, he worked as senior reporter for The Kathmandu Post and Nation Weekly in Nepal. His journalism career spans all major forms of media including print, online, audio and visual, having worked as a content developer for Kantipur Online and news producer for Kantipur Television in Nepal, as well as radio correspondent for Panos Radio South Asia. He has also worked as Nepal Producer for a B-B-C 4 documentary featuring the issues of former British Gurkha soldiers. Satish has also reported on business and conflict as a freelancer and assistant producer for various media outlets including the B-B-C World Service (South Asia Bureau & Nepal Correspondent), Exile magazine (U-S-A), Nepali Times (Nepal), The Boss magazine (Nepal), The Sunday Telegraph (U-K) and the World Vision Report (U-S-A). His last major job assignment was leading a South Asian team of journalists producing development radio features as Deputy Editor for Panos Radio South Asia. He holds a Masters degree in Business Administration.

[Note: Do not hesitate to e-mail or call me in case of any queries. However, I prefer e-mails with subject line "M-B-A-e O-B-L Spring 2011" so that I can respond with top priority.]

Course Outline:

This course will cover the foundations for understanding human behaviour in organizations for enhancing individual and organizational performance. The course has been designed to provide the students with an introduction to organisation behaviour theories and related work place issues illustrated with exercises, case studies and examples primarily focusing on the global context. The course will link up the various topics and related issues in organisation behaviour to the concept of leadership for personal and organisational growth and effectiveness. The course will enable students to:

- Understand why individuals and groups behave the way they do in organisations.
- Assess, identify and understand the necessary competencies to deal with various behavioural issues in the organisation as a manager/leader.

- Understand and interpret the key theories, concepts and skills of leadership linking it to their own personal/professional development.
- Develop skills in critical analysis.
- Enhance life-long learning skills and attitude to become effective professionals.

Course Evaluation and Grading:

Internal Evaluation:

Case Studies (x7):	30% (Top 5 to be considered, 6% each)
Quiz (x1):	5%
Group Project Work:	10%
Mid Term Exam:	15%
Semester End Exam:	40%
TOTAL	100%

The course has been based on the following book:

Text Book: *Robbins, Stephens P., Judge, Timothy A. & Sanghi, Seema. (2009), Organizational Behavior, Pearson Prentice Hall, 13e*

Word-of-advice:

Students are encouraged to regularly read daily newspapers, international magazines and follow issues related to current affairs, especially regarding business and economy. All extra reading materials will be distributed without any charge during the course. There is no harm in productive reading.

Visual aid will also be excessively used to help students understand their course content much better. However, they will all be previewed only during class hours and personal copies (of some audio-visual content) cannot be made to respect copyright laws.

It is recommended that students spend at least 15–30 minutes as prior preparation for the upcoming class. Even if the student does not understand the reading very well, seeing it once before makes it much easier to understand quickly during class. It is suggested that you make the best use out of the module moderator and extract more than what is mentioned in your plain textbooks. Remember that most of the classroom sessions are application based and you might be out-of-touch if you do not read the theory (from your text book/s) beforehand.

In addition, there is no need to stress strongly enough how important home assignments enhances a student's understanding of the class material. However, a tip to obtain the best of grades is to always submit your home assignments on time. Meeting deadlines is also an important lesson to prepare you much better at your workplace.

Please note that most of your individual assignments will be based on your group work where participation is mandatory. Hence, note the group work dates in advance

and avoid reporting sick on those days. Today, organizations expect workers to be effective team players. The matrix, project, and team structures have replaced, in many cases, the emphasis on individual achievements. This class will, therefore, include an opportunity for a lot of team work.

Groups will be assigned during the first week of the commencement of the course and will remain the same in all group projects, until and unless the module moderator feels a change is necessary

Finally, take advantage of class hours. Those times are the best way to get (almost) one-on-one attention from the module moderator and you should make a special effort to attain that if you need help. Organization Behavior & Leadership classes should be very, very interactive, otherwise, believe me, it is not you but me, your module moderator, who is going to fall asleep!!!

M-B-A-e Term IV, Spring Trimester 2011
OB & L: Detailed Session Plan

Class 3 hour/s	Content	Reading References/Handouts
1a	Course Introduction. Group Formation.	Extra Reading 1 & Discussion. "A New Kind of Company".
1b	Module 1: Organizational Behavior. Introduction to Organization, Management, Managerial Work and O-B.	Robbins, Chapter 1. Home Assignment: Follow-up to Extra Reading 1 with updates from "Ratan's Revolution", "The Okay Tata", and "The Radia Transcripts" for next class
2a	Historical perspective and relations with other fields.	Robbins, Chapter 1 Extra Reading 2 & Discussion "U-Turn on a Train"
2b	The Behavioral approach to management – O-B Two-Stage Model.	Robbins, Chapter 1. Home Assignment Extra Reading 3: "Himalayan Vistas"
3a	Challenges and Opportunities in O-B. Module 2: The Individual. Foundations of Individual Behaviors.	Robbins, Chapter 1 & 2
3b	Quiz, Module 1 (10%).	Assign Case 1: "Michael Milken Bad, Good, or Both?" (6%).
4a	Values, attitudes and job satisfaction. Personality and emotions.	Robbins, Chapter 3 & 4.
4b	Case 1: "Michael Milken: Bad, Good, or Both?" (6%). Exercise 1: Type A and Type B Personality (10 minutes).	Robbins, Chapter 4. Role Plays Invitations/Assign Presentations on Motivation Theories with Collage Presentations.
5a	Exercise 2: Case of the Mysterious Surgeon (3 minutes).	Robbins, Chapter 5

	Visual Aid 1: "Eyes of the Beholder". Perception, social perception and attribution.	
5b	Part 1: Understanding Motivation through Role Plays (6%). Motivation concepts and its applications. Exercise 3: What do people want from their job? (5 minutes)	Robbins, Chapter 6, 7 & 8
6a	Part 2: Understanding Motivation through Role Plays (6%) (... Cont'd). Motivation concepts and its applications.	Robbins, Chapter 6, 7 & 8
6b	Part 2: Understanding Motivation through Role Plays (6%) (... Cont'd). Motivation concepts and its applications. Exercise 4: Emotional Intelligence Self-evaluation (10-15 minutes).	Robbins, Chapter 6, 7 & 8.
7a	Module 3: The Group. Foundations of group behavior. Simulation 1: Brick Game. Groups and teams.	Robbins, Chapter 8, 9, 10.
7b	Simulation 2: Chinese Whisper Game. Communication. Simulation 4: Gun, Bunny & Hat Game.	Robbins, Chapter 11.
8a	Decision Making. Case 2: "Pratap Mehta" (6%).	Robbins, Chapter 5. Case 2: "Pratap Mehta" (6%)
8b	Simulation 3: Blind Rope. Part 1: Leadership and basic approaches to leadership & contemporary issues.	Robbins, Chapter 12, 13
9a	Part 2: Leadership and basic approaches to leadership & contemporary issues.	Robbins, Chapter 12, 13 Home Assignment: "The Great Unifier" (6%).
9b	Power & Politics	Robbins, Chapter 14.
10a	Stress Management. Case 3: "A day in the life of Kunal Basu (Stress)" (6%) Assign Group Work Presentations, Presentations on Session 24 (10%): Groups of students should undertake a field assessment of an existing organization (except their college) and analyze organizational situations & dynamics in respect to good practices of organizational behavior. [Rules: 1) Presentations have to be made by those who have not made one earlier; 2) In case all members have already presented earlier, the group members can decide on their own; 3) Presentations cannot be made by members involved with the organization studied into.]	Robbins, Chapter 19. Case 3: "A day in the life of Kunal Basu (Stress)" (6%).
10b	Conflict and Negotiations. Exercise 5: Conflict & Negotiation (6%).	Robbins, Chapter 15
11a	Module 4: The Organization.	Robbins, Chapter 16.

	Foundations of organizational structure.	
11b	Organizational Culture.	Robbins, Chapter 17 Case 4: "Pack your bags. You've been transferred . " (6%)
12	Submit Group Project Work (10%). Group Work Presentations: All groups, presentation sequence to be chosen by draw-of-lots.	Celebrations.

Note:

- Students are expected to do the required readings ahead of the class. Those found to be not prepared might be asked to catch up with the readings in a separate room.
- Active participation of all students is encouraged during the class.
- Students are expected to plan out their assignment submission deadlines in conjunction with the rest of the courses throughout the semester.
- Late submissions will be entertained only on recommendation of the Program Director. All late submissions will carry a penalty.
- There is no makeup for a missed exam unless there is a very strong and valid reason.
- No, I repeat, NO - cell phone ring tones. Please keep them in silent mode. Remember that even international business institutions have made it a rule that cell phones will be confiscated if they disturb an ongoing class and it all depends upon the personal choice of the module moderator to return them or not.