	ANURAG GROUP OF INSTITUTIONS		
	SCHOOL OF MANAGEMENT		
	I MBA II SEMESTER(2016-18) Batch		
	TEACHING PLAN--ORGANISATIONAL BEHAVIOR		
	Faculty Name: M. Prasanthi		
S.No	**TOPIC**	**REFERENCES**	**NO.OF. CLASSES**
	UNIT-I		-
1	**Introduction to OB**		**1**
2	**Foundation & conceptual model of OB**		**1**
3	**Organization system in Global Environment**		**1**
4	**Importance of interpersonal skills**		**1**
5	**Challenges & opportunities for OB**		**1**
6	**Developing OB model**		**1**
7	**Approaches to OB**		**1**
8	**Case study on work force Diversity**		**2**
	UNIT-II		-
9	**Individual behavior**		**1**
10	**Diversity, Biographical characteristics, Ability**		**1**
11	**Implementing diversity management**	Stephen P.Robbins,Frud Luthans- Organisation Behavior	**1**
12	**Strategies, attitudes And Job satisfaction**		**1**
13	**Personality & its theories**		**2**
14	**Perception & its process**		**2**
15	**Perception and Individual decision making**		**1**
16	**Motivation from concepts to applications**		**2**
17	**Case study on perception**		**2**
-	**UNIT-III**		-
18	**Group behavior-Foundation of Group Behavior**		**2**
19	**Defining and classifying groups**		**1**
20	**Stages of group development**		**2**
21	**Group properties, Roles, norms**		**2**
22	**status, size and cohesiveness ,and decision making**		**1**
23	**understanding work teams,types of teams**		**1**
24	**creating Effective teams**		**3**
25	**Case study on Effective teams and team management**		**1**
-	**UNIT-IV**		-

26	**Introduction to Leadership & motivation**		**1**
27	**Leadership theories**		**2**
28	**Challenges to leadership construct**		**1**
29	**Finding and creating effective leaders**		**1**
30	**Power & politics**		**1**
31	**Maslow's hierarchy of needs, two factor theory of Motivation**		**2**
32	**Alderfer's ERG theory , Mc Clelland's Need based Motivation Model**		**2**
33	**Case study on leadership**		**2**
-	**UNIT-V**		**-**
34	**Foundation of organisaional structure**		**1**
35	**Conflicts & negotiations, types of conflicts**		**1**
36	**Conflict resolution strategies**		**1**
37	**Organizational structure & its types**		**1**
38	**Organizational change and stress management**		**1**
39	**Self management**		**1**
40	**Managing careers**		**1**
41	**Cases on stress caring**		**2**
-	**Total Classes**	-	**56**

ORGANIZATIONAL BEHAVIOUR

QUESTIONS

Unit I:

Short Answer Questions

1. Define Organizational Behavior.
2. Functions of Management
3. Challenges of OB
4. Importance of interpersonal skills
5. Nature of OB
6. Importance of OB

Long Answer Questions:

1. Explain the importance of Organization Behavior?
2. Discuss nature, scope and importance of OrganizationBehavior.
3. Explain different contributing disciplines to OB
4. What are the three levels of analysis in the OB model Discuss briefly.
5. Discuss various models of OB. Briefly and various approaches to OB

Unit II:

Short Answer Questions

1. Learning&Attitude
2. Personality&Perception
3. Motivation&Ability- job fit
4. Decision making
5. Halo effect
6. Job satisfaction
7. Attitude

Long Answer Questions
1. How do biographical characteristics play a major role in shaping individual behavior?
2. Behavior is not always rational..Discuss
3. What is the logic behind non rationality in human behavior?
4. Human behavior is a function of person and environment. Comment.
5. How do you define personality? What are its major determinants?
6. What is the role of personality in the study of OB?
7. How will you integrate various theories to get a satisfying view of personality?
8. What is mean by perception? Briefly explain the perceptual process in organization.

9. What is attribution theory? Explain.
10. "People's responses are always based on their perceptions". Critically examine this statement.
11. Explain the decision making process in organization.
12. What are the factors that influence decision making? Discuss.
13. Define attitudes. How attitudes affect the behavior of individuals?
14. Explain the major consequences of job dissatisfaction and ways of overcoming them.
15. Elaborate "Cognitive Dissonance theory of Attitudes".
16. Can attitudes be changed? What factors are to be taken in to consideration for changing attitudes?
17. What is motivation? How can managers use motivational theories for development of employee motivation?

Unit III:

Short answer Questions:

1. Group
2. Stages of group development
3. Teams
4. Group think
5. Social norms
6. Roles
7. Team building

Long Answer Questions:

1. Explain basic types of groups in an organization- Which type of group do you think is most significant and why?
2. What are the benefits and costs that an individual member gains from group membership?
3. Describe the function of role playing in a group situation.
4. What are social norms? In what ways might they make a manager's job easier or difficult?
5. Define the terms "Work Group" and "Work Team". Differentiate between both of them.
6. How are effective teams built?
7. What do you mean by team building? What can be done to improve team process?
8. Discuss the advantages and disadvantages of teams?
9. Describe the characteristics of different types of teams.

Unit IV:

Short answer Questions:

1. Leadership styles

2. Transformational leadership
3. Maslow's Hierarchy
4. Authority, Power and conflict
5. Bases of Power
6. Empowerment
7. Strategies to acquire power.
8. Transactional leadership
9. Trait theory
10. Managerial grid.

Long Answer Questions:

1. HowLeadership is different from Manager Ship?
2. What is trait theory of leadership.-"The results of thousands of studies exploring leadership traits were mildly successful". Do you agree with the statement?
3. Explain different leadership styles
4. What are the major differences between Autocratic, Democratic and Abdicate styles of leadership?
5. "Organization is a Political Battle Field". Discuss.
6. Identify major types of individual power in an organization.
7. Define political behavior. Why is politics a fact of life in organization?
8. Critically Examine Maslow's Hierarchy of Needs model.
9. Discuss the importance of Hertzberg two factor motivational theories in an organization.
10. How can a company utilize McClelland's theory of Motivation in personnel relations and placement management?
11. Explain the ERG theory of motivation.

Unit V:

Short answer Questions:

1. Conflicts
2. Interpersonal conflicts
3. Group conflicts
4. Conflict management
5. Types of conflicts
6. Stress management
7. Change management
8. MBOs
9. Negotiation
10. Organization structure
11. Career
12. Component of organization structure
13. Organizational Stress

Long Answer Questions:

1. Some people feel that conflict is necessary for organizational activity. Explain Why?
2. Discuss the benefits and costs of interdepartmental conflicts. At what level of conflict do these benefits and wastes appear?
3. Identify various types of conflicts?
4. What are the components in the conflict process model?
5. Write a short note on: a) the process of negotiation b) Conflict resolution styles
   c) Line and staff conflict   d) intergroup conflict.

6. Explain what you mean by distributive bargaining and constructive bargaining. Why isn't

Integrative bargaining more widely practiced in organizations?

7. Define Organisation. Distinguish between organization as a structure and as a process.

8. Describe the characteristics of Mechanistic and Organic Organization structures.

9 . What are the relationships between strategy, structure and environment?

10. What is change? What are the most frequent causes of change?

11. Methods or steps in Change management.

12. Discuss Stress management model.

ORGANIZATIONAL BEHAVIOUR

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Answer all the questions: **5x4=20**

1. Explain the conceptual Model of OB
2. Explain Individual Decision Making Process
3. Explain different types of Teams
4. Explain Leadership and Power
5. Types of Conflicts

Answer all questions: **5x8=40**

1. Explain Organization system in the Global Environment

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Or

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Discuss various approaches to OB

2. Explain Different motivational concepts

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Or

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Explain various theories of personality.

3. Explain the benefits and costs that an individual member gains from group membership?

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or

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What is team building? Explain different teams

4. Explain Maslow needs Hierarchy and Two actor theory of Motivation

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Or

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Define political behavior. Why is politics a fact of life in organization?

5. Discuss the importance of stress management in the organization

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Or

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Distinguish between organization as a structure and as a process.

ORGANIZATIONAL BEHAVIOUR

MBA I / II (2016-18) Batch

Answer all the questions: 5x4=20

1. Define Organizational Behavior. And explain its nature

2. Explain Perception and Ability- job fit

3. Explain the Stages of group development

4. Leadership and Power

5. Conflicts and negotiations

Answer all questions: 5x8=40

1. Discuss nature, scope and importance of OB.

Or

Discuss various models of OB. Briefly

2. How do biographical characteristics play a major role in shaping individual behavior?

Or

Briefly explain various theories of personality. How will you integrate various theories to get a satisfying view of personality?

3. What are the benefits and costs that an individual member gains from group membership?

or

What do you mean by team building? What can be done to improve team process?

4. Explain trait theory of leadership. The results of thousands of studies exploring leadership traits were mildly successful. Do you agree with the statement?

Or

Define political behavior. Why is politics a fact of life in organization?

5. Discuss the importance of stress management in the organization and the potential sources and consequences.

Or

Define Organization. Distinguish between organization as a structure and as a process.

CASE STUDY: 1

Promoting Diversity - The American Express Way

American Express was well known in American corporate circles for its commitment to diversity. The company not only made a conscious effort to recruit a diverse workforce, but it also created a work culture where diversity was valued and promoted. This case discusses the diversity initiatives of AmEx. It talks about how the company partnered with several profit and non profit organizations to ensure that it had access to a diverse pool of candidates in its recruitment efforts. It also talks about the culture and policies at AmEx that ensured that diversity was promoted in all parts of the organization. The case concludes with a commentary on the extent to which the diversity initiatives were successful at the company, in the light of a law suit filed by some women employees against the discrimination they faced.

Introduction

In January 2006, the American Express Company (AmEx) was featured on Fortune's 3 list of the '100 Best Companies to Work for' in America. AmEx was ranked ninth among large companies, and 37th in the overall ranking of the list of the best employers in the US. AmEx had been one of the regulars on this list in the early 2000s, and the company stood ninth in the overall ranking the previous year as well. Fortune said AmEx's diversity initiatives, especially its policies related to women employees and minorities, made the company one of the best places to work for in the US. AmEx's commitment to minorities was also saluted by Black Enterprise, a magazine committed to the business and consumer issues of the African-American community, in July 2005.

The magazine included AmEx in its '30 Best Companies for Diversity' list. The 30 best companies were selected after the editors of the magazine conducted a detailed survey of more than 1,000 publicly traded American companies and 50 global companies with significant operations in the US. Companies which showed a significant representation of African Americans and other ethnic minorities in four key areas - corporate procurement, corporate boards, senior management, and the total workforce - were included in the list.

AmEx was also appreciated by other mainstream magazines as well as those catering to minority groups and special interests such as Hispanic Business and Working Mother, for its diversity related policies (Refer Exhibit I for a list of the awards AmEx received in 2006 and 2005). In the 1990s, diversity issues came to the fore in corporate America. Not only had a large number of women and minorities entered the workforce, but markets had also rapidly expanded beyond national boundaries, compelling companies to adapt their operations to diverse cultures and societies. In light of these developments, analysts suggested that for companies to continue growing, they would have to take full advantage of all the human resources and intellectual capital available to them.

Background

AmEx was originally set up in 1850 as an express company that forwarded freight and valuables

across the US. In the mid 1800s, the US postal system was not very well developed; not only was the service slow, but many far flung areas did not have any service at all. Besides, it was extremely unreliable and very often documents were lost en route.

Therefore, people were reluctant to send valuable papers and articles by post. Henry Wells, William Fargo, and John Butterfield recognized that the shortcomings of the US postal system provided a good business opportunity. When AmEx was started, it provided a service that was not only fast, but also reliable. Consequently, it earned a reputation as the best express company in the country at that time. In 1882, AmEx launched a money order business to compete against the money order service of the US Postal Department. Around the same time the company also expanded into Europe with the same product. In Europe, the concept of money orders was still new and AmEx gained the first mover advantage. In 1891 the company created a new product known as the 'American Express Travelers Cheque' as a substitute to the traditional letters of credit people used when they traveled abroad.

The Travelers Cheque was launched in denominations of $10, $20, $50, and $100, and soon became popular with international travelers. The Travelers Cheque triggered off AmEx's international expansion in a big way. In 1895, the company opened its first overseas office in Paris. This was followed by a London office in 1896... By the early 1990s, AmEx had offices across Europe including Denmark, Italy, the Netherlands, Germany and Belgium. In the early 1900s, immigration into the US was at a high. In 1905 the US Immigration Department appointed AmEx to provide official currency exchange services to these immigrants. The outbreak of the First World War in 1914 brought in new business opportunities for AmEx.

Diversity at Amex

Diversity was an integral part of the culture at AmEx. AmEx believed that focusing on diversity was one of the ways to gain competitive advantage in the rapidly expanding global markets. Having a diverse workforce allowed AmEx to obtain a better understanding of the varied markets it operated in. Diversity has been defined in various ways by experts. The narrow definition, the one pertaining to the Equal Employment Opportunity Commission (EEOC) in the US, defined diversity in terms of gender, race, ethnicity, nationality, age, religion, and disability. However, over the years the concept of diversity widened to include parameters like marital status, language, sexual orientation and tenure with the organization. AmEx embraced and promoted diversity in the broad sense, and its diversity initiatives covered a large number of groups including women, minorities, senior employees, people with disabilities, and homosexuals...

Diversity Eyewash?

Despite AmEx's commendable diversity initiatives and the testimony of several satisfied employees, the company did not escape criticism. Over the years, AmEx had become involved in a few controversies related to discrimination

One of the biggest controversies that the company faced was a class action gender discrimination lawsuit in 1999. During the late 1990s, several female advisors at AEFA complained to the

EEOC that the unit's managers discriminated against them on the basis of gender, and showed preferential treatment to white males in terms of assignments, mentoring programs, promotions and compensation. They also said that they faced a sexually hostile environment at AEFA. Although the complainants were from different locations, their complaints were similar. Shirley Krieger from AEFA's New York office said that although she had worked at the unit for more than 13 years, her superiors had been trying to get her to resign saying that she was 'too old'...

CASE STUDY-2

MOTIVATION:

Motivation is a complex subject, although it seems very interesting to all of us, but it has many facets for different people.
I have come across many such incidents during my tenure as HR professional at various companies. Some of them are very complicated and some are just the result of some or the other conflicts. If all the reader here have some knowledge on the topic of motivation, this case study would surely be of some value as well as interesting to read.
Motivation has many theories written by various authors, one such theory is Reward and Punishment theory also known as Theory X, another name of which is Carrot and stick. Here in this case our main focus will be on this THEORY X.
As a part of the company's Management Development Program, a group of managers from various functional areas have devoted several class sessions to a study of motivation theory and the relevence of such knowledge to the manager's responsbility for directing and controling the operations of his organizational unit.
One of the participant is Rohit sharma, who has been the supevisor of production department from last one year. During his past in the industrial unit he had no chance to attend any supevisory or development program and his duties have been concentrated on routine technical jobs.
The present plant mangager has seen Rohit grow from an apprentice to a supervisor and is yet to reconcile with the change of responsbilities and designation of Rohit Sharma.
Rohit prepared the schedule on a particular day for all machines and on a specific machine, which was on a top priority from another established company. When Rohit came for his round he was surprised to find that the opretor had loaded some other job rather than the job of the company which is on priority.
Looking at this Rohit got annoyed and following conversation took place:
Rohit to operator – please do the job for the company that is on priority.
Operator – Plant manager has given me another job after that i will take up your work.
Rohit – I dont want to hear anything, plant manager has told me to stop everything else and take up the job of that company on priorty.
Operator – I have been taking up all the job immediately whenever you have asked. But what has been done regarding my increment which has been pending for over six months now.
Rohit – I'm not responsible for these problems related to increments, the Top Managment manages the decision on increment. I am helpless in this regard and suggest you to go and sort this problem with Plant Manager.
Operator – As a supervisor it is your duty to solve my problem as i report to you for all my work.
Rohit – Please do not tell me my duties and if you will not do this work on priority now, I would report this incidence as misbehaviour to the plant manager.

Operator replied in a threat to go on strike and complained about the less salary and increment he gets.

Now during a session of Motivation at Management Development Program, Rohit made the following comments:

"Motivation theory makes sense in general, but there is no opportunity for us to apply these concepts in job situation. After all our shop level employees are unionised and have job security. Motivation theories helps me get the work done from my kids, but in a working enviorment we are working with adults and it seems to me this reward and punishment thing smacks of manipulation that just would not go over with people".

So, now it has become a complicated situation as Rohit does not seems to be interested in the Motivational theories at all.

Does the incident that happened between Operator and Rohit Sharma left such a mark in his mind that he started feeling threatened with Unions and shop floor people??

So, once we have gone through the case I would like the reader to provide the solution to the case study, I would surely be waiting for response and in times to come will share my views with all of you on the case… :)

CASE STUDY – 4

Leadership

Joe is Maintenance Coordinator for a public university. Joe is responsible for all the building maintenance and physical systems on campus. He has a number of departments to accomplish the assigned workload. He has an Electrical Department, a Plumbing Department, an HVAC Department, a Carpentry Department, and a Painting Department. The workload for his departments has increased in the last several years as the physical plant continues to age. Joe requested to hire additional workers, but the budget did not allow for it. It became apparent that Joe needed to find more creative ways to better utilize his current resources in order to get more accomplished.

Joe had observed that his departments were not working together well, or even at all, in some cases. It was common for one department to go into a building, "fix" a problem, and then leave a mess for the next department coming in behind them to do their part of the work. Workers seemed to think only about maximizing the output of their own department and finishing their own work quickly, with little regard for the impact on other departments and the long-term impact on the university.

What could Joe do to better coordinate the work of his departments and make better use of the resources he has, so that more work can be accomplished with the limited budget?

Allow your groups to discuss this and come up with strategies. After discussion of the case, ask the question: How could these same ideas be applied in our organization?

CASE STUDY – 5:

TEAMS AND NEGOTIATIONS:

Managing conflicts at workplace is not as difficult as you think! In a workplace buzzing with dynamic ideas, differing viewpoints are bound to arise. Besides, all human beings are volatile

masses of emotion with varying degrees of egoism and sensitivity inter-woven into their psyche. Therefore, conflicts that arise in the workplace should be treated like waves in the ocean which must arise for the pace of work to flow. And just as they arise, so shall they dissipate. But sometimes when a conflict is blown out of proportion threatening to disturb a peaceful environment and becomes an obstacle, the power of positive thinking can work wonders!

Conflicts at workplace can be of the following types:

- Territorial conflict (who does what within the same work environment)
- Policy conflict (how a particular job is done)
- Personality conflicts (diverse working styles)
- Resolving conflicts to a great extent depend on how each of us perceive or react to a particular situation .e.g. is your response too emotional and angry or is calmly controlled?
Whatever the type of conflict, it can definitely be resolved. Remember, you have the power to break down barriers of resistance in a situation that seems particularly difficult to overcome. How is this possible? The answer is…. by exhibiting an outwardly calm and positive exterior, the other party is almost always forced to concede and thus levels of tensions in the workplace are brought down by a few notches. Proceed then to:

- Stay calm and tell yourself that there is a way out.
- Take a minute to examine your expectations from others. Do they seem too high or are perceived as unnecessary? E.g. is the suggestion really important for successful completion of a particular project, or can it be deferred.
- Focus on solving the problem instead of blaming the person/persons.
- Do not let personal likes or dislikes interfere e.g. "I don't like him/her" is a negative feeling that destroys reason.
With a little bit of understanding and some self control, negative responses like the following can be made positive

Aggressive behaviour like hostile body language and making offensive remarks to coerce others. Result: The other person is hurt and mentally shuts down. Solution: Tone down your reaction and try to open a discussion that uses more of 'I feel…' than 'You are....'.

Avoiding confrontation that develops into a cold war. Result: Problem remains unsolved and resentment simmers leading to further misunderstanding. Work pace slows down. Solution : Approach the problem logically in a positive manner and if possible through a mentor to initiate a discussion.

Accommodative behaviour where the other person succeeds in intimidating you Result: your interests and your valuable suggestions get sidelined leading to frustration and bitterness. Solution: Believe in yourself and the value of your suggestion. Assimilate your facts and put them forward in a convincing and encouraging manner keeping the goals of the organization in mind.

Instead focus on exhibiting:

Active Listening which means making an effort to understand what the other person is thinking and feeling. This creates empathy and breaks down resistance in the conflict.

Assertive Behaviour means keeping your cool despite being thwarted or shouted at. Calmly point out logical reasons and solutions without using harsh words. Assert yourself by sticking to your viewpoint without raising your voice.

Positive Communication that encourages a two-way conversation aimed at solving the problem with the intention to save time and proceed with the work.

Logical reasoning where both sides succeed in reaching a mutually acceptable solution, so that goals of the organization or project are not sidelined and peace at workplace is restored.