

COURSE: GROUP DYNAMICS AND TEAM BUILDING (OB II)

Credits	3
Faculty Name	Prof. Snigdha Pattnaik & Prof. Pratishtha Bhattacharya
Program	MBA (HRM) 2020-22
Academic Year and Term	TERM II

1. Course Description

Groups have played a significant role in every organization, society and culture. Today's organizations have moved towards achieving more and more of their work through groups and teams. Therefore it is of importance to understand how groups and teams function, what makes them tick, and the manifold processes that take place within them. Moreover for budding managers it is necessary that they learn how to be both effective team leaders and team members, get insight into leadership processes, and understand the role of power and influence tactics in group functioning.

To develop a better understanding of various interpersonal and group processes, this course focuses on the concepts of group and team formation, group and team dynamics, characteristics of effective teams, leadership, power and politics, decision making and conflict management and negotiation.

2. Student Learning Outcomes

Students will be able to

- Demonstrate a basic understanding of groups and group dynamics.
- Gain insight into how they impact groups and how groups impact their behavior.
- Recognize and understand the characteristics of teams, the processes of teamwork, and what makes teams effective.
- Understand and analyze leadership theories and better understand their own leadership style.
- Recognize, interpret, and analyze the issues facing groups and teams including decision making, conflict and collaboration, power and influence, and intergroup dynamics.

3. Required Textbook and Reference Material

- **Required textbook:** Levi, Daniel. (2017). *Group dynamics for Teams*. (5th edition). Sage Publications.
- **Additional textbook:**
 - Robbins, S. P., Judge, T. & Vohra, N. (2019). *Organizational behavior* (18th edition). Pearson Publications.
- Additionally articles from research/ professional journals and chapters from different books will be circulated in soft or hard copy form.

4. Session Plan

SESSION	TOPIC	READING
1.	Foundations of group behaviour	Reading: Levi – Chapter 1
2.	Group Processes: Identity	Reading: Levi – Chapter 1
3.	Inclusion and Membership Processes	Reading: Levi – Chapter 2
4.	Interpersonal Processes in groups	Reading: Interpersonal Orientation
5.	Group Processes: Cohesion and Norms	Case: to be distributed
6.	Group Development, Structure and Roles	Reading: Levi – Chapter 3
7.	Group Performance	Reading: Levi – Chapter 4
8.	Enhancing Group performance	Case: Ramesh And Gargi
9.	Leadership Theories and Styles	Reading: Levi – Chapter 10
10.	Understanding leadership styles	Reading: Levi – Chapter 10
11.	Teams: Types of teams, characteristics of an effective team	Reading: The Discipline of Teams by Katzenbach and Smith. Harvard Business Review 1991
12.	Creating effective teams	Activity: What goes on in a team?
13.	Power, Influence and Authority	Reading: Levi – Chapter 8
14.	Power, Influence and Authority	Activity: Visibility vs Credibility
15.	Conflict, Cooperation and Collaboration	Reading: Levi – Chapter 5 & 7
16.	Conflict, Cooperation and Collaboration	Case: Financial Services
17.	Group Problem solving and Decision making	Reading: Levi – Chapter 9
18.	Group Problem solving and Decision making	Reading: Levi – Chapter 11
19.	Organization Culture	Reading: Levi – Chapter 14
20.	Virtual groups and teams Assimilation and Integration	Reading: Levi – Chapter 15

NOTE: Changes in Syllabus: Although this course is expected to follow the plan as shown above, the faculty reserves the right to adjust the plan as per need.

5. Evaluation:

COMPONENT	WEIGHTAGE	DETAILS
Mid Term exam	20%	It will be a subjective paper covering everything that has been discussed in the course upto the mid term, i.e. session 1 to session 10 - all class discussions, assigned readings, and other reference material that would be circulated. It will include questions that will test understanding and application.
End Term exam	35%	It will be a subjective paper covering everything that has been discussed in the course post the mid term, i.e. session 11 to session 20 - all class discussions, assigned readings, and other reference material that would be circulated. It will include questions that will test understanding and application.
Quizzes	30%	2 quizzes (multiple choice/short answer) having 15% weightage each will be conducted. - NO make up quizzes will be held.
Group assignment	15%	A note on this component will be circulated once the course begins.

6. Academic Integrity:

- Please note that students involved in academic dishonesty will receive a **ZERO** grade on the particular component in which the infraction occurred.
- Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take the form of copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits.

7. No Network Policy

- All students are requested not to operate any network enabled devices such as cell phones, etabs, ipads or any other electronic network enabled devices inside the classroom during the sessions, unless specifically instructed to do so by the faculty.
- In case you are compelled to carry it in person, you may keep it in the switched off mode.
- Anyone found to operate such devices during the session timings shall get penalized by the faculty. Repeated cases of infraction will be reported to the Dean, XAHR for further action.
- No discussion or negotiation will be entertained at all with respect to this.