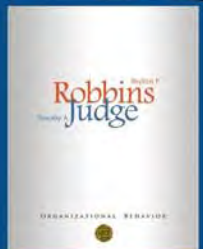# IBS CDC

COURSE CASE MAPPING
FOR
ORGANISATIONAL BEHAVIOUR

Case Studies Developed by IBSCDC

Mapped for
"Organizational Behavior", Stephen P. Robbins

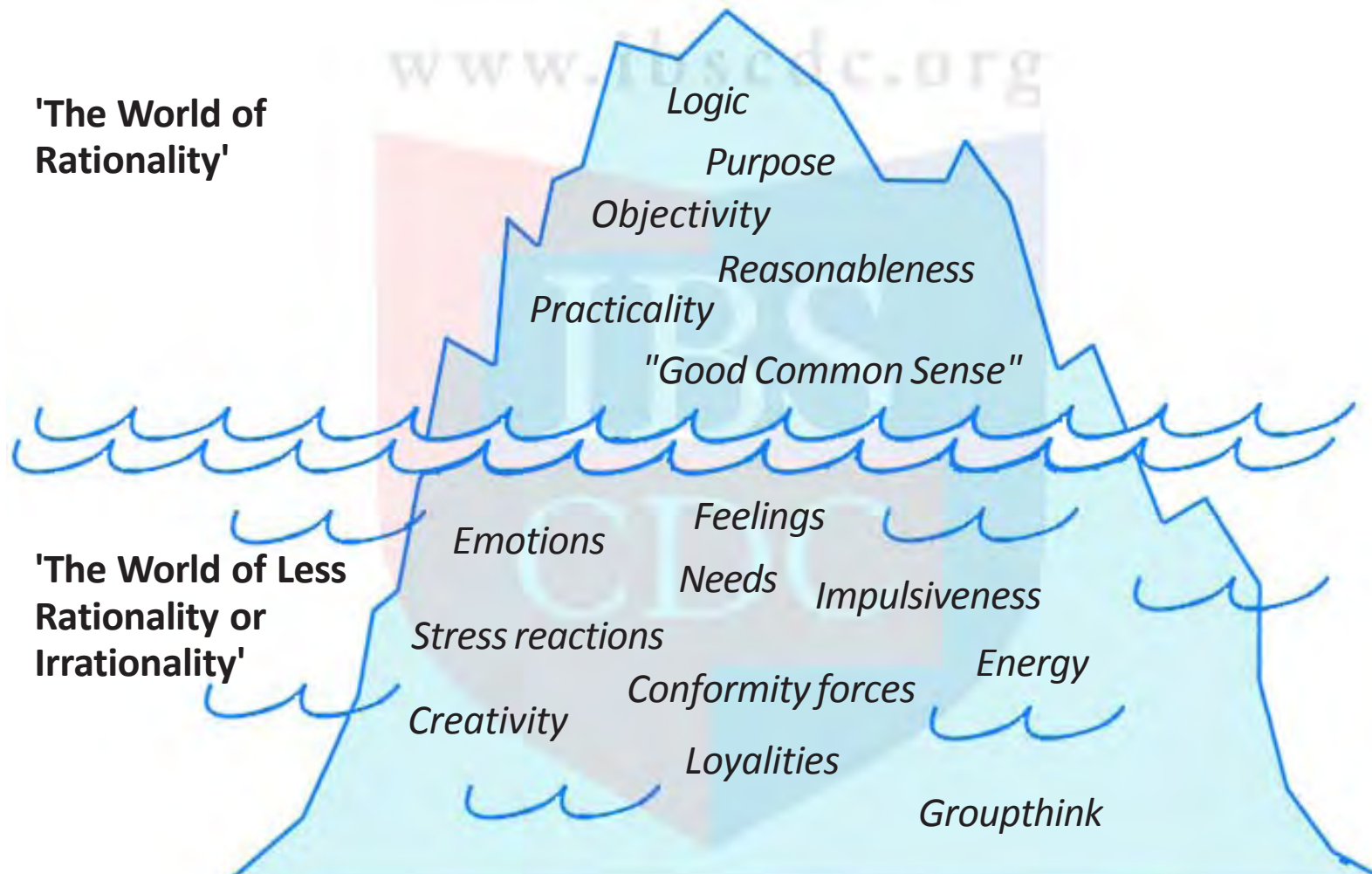# The 'Three Themes' of this Course are

- Individuals'   – Behaviour in an Organisational Context

- Groups/Teams' – Behaviour in an Organisational Context

- Organisations   – How do these 'Artificial Persons' Behave?

This Course Seeks to Address the Following Questions

- What is the importance of OB course for a manager and what can we learn from the evolution of industrial psychology into a distinct body of knowledge for organisations and management? Why is people management the most important function of any manager?

- Why do the individuals and teams/groups behave the way they do? What are the underlying dynamics governing their behavior?

- What are the unifying mechanisms that can connect seamlessly organisational expectations and individuals' behavior?

- What it takes to be an effective manager? What great leaders do?

- How can organisations extract the potential of their employees? What organisational processes can help the employees to deliver the best?

Why Organisational Behaviour Course for an MBA?

'The World of Rationality'

Logic

Purpose

Objectivity

Reasonableness

Practicality

"Good Common Sense"

'The World of Less Rationality or Irrationality'

Emotions

Feelings

Needs

Impulsiveness

Stress reactions

Conformity forces

Energy

Creativity

Loyalities

Groupthink

Source: "*behavior in Organizations: An Experimental Approach*", A.B. Rami Shani and James B. Lau, 8th edition, *McGraw-Hill/Irwin*

Widely used Books for Organisational Behaviour

- "Effective Executive", Peter F. Drucker

- "I'm O.K You're O.K.", Thomas Harris

- "Games People Play", Eric Berne

- "The 7 Habits of Highly Effective People", Stephen R. Covey

- "What Management Is", Joan Magretta

Hollywood Classics

- The Pursuit of Happyness
- Goal II
- Goodwill Hunting
- Notting Hill
- Jerry Maguire

Must-read Article Inventory

- "Managing Oneself", Peter F. Drucker (*HBR*, March–April 1999)

- "What Makes an Effective Executive", Peter F. Drucker (*HBR*, June 2004)

- "They're Not Employees, They're People" Peter F. Drucker (*HBR*, Feb. 2002)

- "How to Make People Decisions", Peter F. Drucker (*HBR*, July-August 1985)

- "How Hardwired is Human Behavior" (*HBR*, July–August 1998)

- "Building Competitive Advantage Through People" (*SMR*, Winter 2002)

- "The Manager's Job: Folklore and Fact", Henry Mintzberg (March–Apr 1999)

- "Manage Your Human Sigma" (*HBR*, July–August 2005)

- "The Discipline of Teams" (*HBR*, 1993)

- "What Great Managers Do" (*HBR*, March 2005)

- "What Great Leaders Do" (HBR OnPoint Collection)

- "What Makes a Leader", Daniel Goleman (*HBR*, 1998)

- " Power is the Great Motivator" (January 2003)

- "Make Your Values Mean Something" (*HBR*, July 2002)

- "Understanding "People" People" (*HBR*, June 2004)

- "The Human Moment At Work" (*HBR*, Jan.–Feb. 1999)

- "The Four Principles of Enduring Success" (*HBR*, July–August 2007)

- "The Passive-Aggressive Organization" (*HBR*, October, 2005)

- "Teaching Smart People How to Learn" (*HBR*, May–June, 1991)

- "The Leader's New Work: Building Learning Organizations" (*SMR*, Fall 1990)

- "Education for Learning", Chris Argyris

- "Is Yours a Learning Organization" (H*BR*, May 2008)

- "Unleashing the Power of Learning: An Interview with BP's John Browne" (*HBR*, September–October 1997)

- "Give Me That Old-Time Motivation" (*HBR*, July–August 2006)

- "One More Time: How Do You Motivate Employees" (*HBR*, 1968)

- "Job Sculpting: The Art of Retaining Your Best People" (*HBR*, Sept.–Oct. 1999)

- "Real Reason People Won't Change" (*HBR*, November 2001)

- "The Four Bases of Organizational DNA" (s+b)

- "Home Depot's Blue Print for Culture Change" (*HBR*, April 2006)

- "Managing Without Managers" (*HBR*, Sept.–Oct. 1989)

- "Leading By Leveraging Culture" (CMR, Summer 2003)

- "Power and Politics in Organizational Life" (*HBR*, May–June 1970)

- "Competent Jerks, Lovable Fools and the Formation of Social Networks" (*HBR*, June 2005)

- "Building the Emotional Intelligence of Groups" (*HBR*, March 2001)

- "Managing Multicultural Teams" (*HBR*, November 2006)

- "The Five Minds of a Manager" (*HBR*, November 2003)

- "Firing Up the Frontline" (*HBR*, May–June 1999)

- "Level-5 Leadership", *HBR*, January 2001

Useful Websites

- Knowledge@Wharton

- HBS Working Knowledge

- s+b

- McKinsey Quarterly

- AT Kearney

- FT

- Hewitt Associates

- Mercer Management Consulting

ORGANIZATIONAL BEHAVIOR CASE MAPPING

Chapter	Detailed Syllabus	Session	Key Concepts	Case Study	Abstract	Background Reading/Additional Reading
Management Thought and OB	Definition of management, Approaches to management: Classical, Behavioral, Quantitative, Management Principles of Taylor, Weber, Fayol; Hawthorne Studies, Fields contributing to OB, Managers' roles and functions, OB in the of context globalization, workforce diversity	1	Approaches to Management	Peter F. Drucker: Business Management and Beyond	Renowned worldwide as the 'father of modern management', Peter F. Drucker (Drucker) served as the source of inspiration for many entrepreneurs and academicians among others. This case focuses on analyzing the progress of the different approaches to management and their impact on organisational behaviour. It also explores Drucker's contributions to the field of management. However, in the dynamic corporate scenario, will the various management principles and philosophies continue to serve the modern day managers or are they a passing fad?	• Management Theories (Scientific, Administrative, Bureaucracy, Human Relations, Behavioral Sciences, Quantitative and Contingency) • "Making Behavioral Sciences More Useful", *HBR*, March–April 1979 • "75 Years of Management Ideas and Practices", *HBR*, 1997 • "What Can You Learn From 100 Years of Management Science", Harvard Management Update • "Is Management Still A Science", *HBR*, November–December 1992 • "Revisionist Theory of Leadership", *HBR*, January–February, 1961 • "Organigraphs: Drawing How Companies Really Work", *HBR*, Sept.–Oct. 1999 • "A New Manifesto For Management", SMR(MIT), Spring 1999 • "The Trivialization of Management", *McKinsey Quarterly* • "The Passive-Aggressive Organization", *HBR*, October 2005 • "Changing The Role of Top Management: Beyond Systems to People", *HBR*, May-June 1995 • "Musings on Management", *HBR*, July–August 1996 • "The 21st Century Organization", *McKinsey Quarterly*
		2	Managers' Roles and Functions	Global Data Research Center: The Knowledge (Mis)Manager	This case study highlights the essence of managerial roles and responsibilities in an organisation. Under the leadership of Sunil Verma, Global Data Research Centre had emerged as a result-driven organisation owing to the combined efforts of its five case writing teams. However, the new teams formed by the top	• Chapter 1, "What is Organizational Behavior", *Organizational Behavior*, Stephen P. Robbins, et al., (12th edition) • "Managers Must Manage", *HBR*, 1946 • "What Makes an Effective Executive", *HBR*, June 2004

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				management resulted in ego clashes while hampering the performance of the existing teams. This case study stirs an interesting debate on whether a manager's skills and competencies need to be upgraded to take up the new roles and responsibilities?	• "What Executives Should Remember", *HBR*, Feb 2006 • "What Great Managers Do", *HBR*, March 2005 • "The Five Minds of a Manager", *HBR*, November 2003
		3	OB in the Context of Globalisation, Workforce Diversity	David Smith: The National Manager's International Challenges	This case study focuses on workforce diversity amidst globalisation and the resultant organisational challenges. Using the case of David Smith (Smith), the national manager of Smart Software Company (SSC), the case study focuses on the implications of globalisation on the role of a manager. It debates on the rationale behind companies having multicultural teams and the accompanying organizational challenges for managing multicultural teams. What skills should managers possess in order to lead effectively the multicultural teams?	• Chapter 1, "What is Organizational Behavior", *Organizational Behavior*, Stephen P. Robbins, et al., (12th edition) • "Managing Multicultural Teams", *HBR* (Nov 2006) • "Making Differences Matter: A New Paradigm for Managing Diversity", *HBR*, September–October 1996 • HBR On Managing Diversity • Interview with Prof. Jeanne Brette (www.ibscdc.org) • Interview with Gary David (www.ibscdc.org) • Interview with Donald Chand (www.ibscdc.org)
Individual Learning & Behavior	Definition of learning, theoretical process of learning, application of the learning theories for behavior modification	4	Theoretical Process of Learning	Behaviour Modification and Learning Systems at Chocó-delight	Incorporated in 2001 by Tony Douglas and Jack Dowell, Chocó-Delight forayed into the Australian chocolate industry with a single brand, Melting Delight. The company slowly but steadily climbed the ladder of success owing to the efforts of David Parker (Parker) the company's marketing and branding head, and his team. However, top management's decision to add new members to Parker's team, turned out to be a bane. This case study helps to address the importance of individual learning and the impact of individual learning and behaviour on the success of an organisation. It also debates on the various approaches to be adopted for resolving behavioral issues within organisations.	• Chapter 2, "Foundations of Individual Behaviour", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "How Hardwired Is Human Behavior", *HBR*, July–August 1998 • "The Human Moment At Work", *HBR*, January–February 1999 • "The Human Side of Management", *HBR*, November–December 1996 • "What Really Works", *HBR*, July 2003 • Interview with Bill Fischer (www.ibscdc.org) • Interview with Howard M. Guttman (www.ibscdc.org) • Interview with Jessica Lipnack and Jeffrey Stamps (www.ibscdc.org)
		5	Applications of the Learning	Indiscipline in the Hostel (Case-let)	Dr. S.V.K. Reddy (Reddy), the principal of Chaitanya Jyothi Engineering College, was annoyed at the act of indiscipline in the college hostel. Further enquiry	• Chapter 2, "Foundations of Individual Behaviour", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition

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			Theories for Behavior Modification		revealed a breach of trust and misuse of college property by Bharat Kumar (Bharat), a third year engineering student. Disappointed with this act of indiscipline, Reddy is determined to take serious action against Bharat. This case study debates on the approaches Reddy could have taken to resolve this behavioural issue.	
Attitudes, Values and Job Satisfaction	The nature and Dimensions of Attitudes: Components of Attitudes – Sources and types, Cognitive Dissonance theory, Values, Measuring job satisfaction, the effect of job satisfaction on employee performance	6	The nature and Dimensions of Attitudes	New Recruit MBA's Attitudes (Executive Brief with Lopamudra Ray, Keya Gupta and Deepika Lingala) (Can be used to cover the cognitive dissonance theory)	This video case study triggers an interesting discussion over how an individual's attitude can affect his/her work behaviour. With regard to the same, individual attitudinal problems faced by three executives are showcased through this video – Lopamudra Ray and Keya Gupta, MBAs who were campus placed with a search engine marketing company; Deepika Lingala, an engineer and MBA who was working as the senior account manager, with a search engine marketing firm. It also deliberates on how a manager, when faced with an 'incorrect attitude' from some of his/her reportees, should go about influencing and changing their attitudes.	• Chapter 3, "Attitudes and Job Satisfaction", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • Interview with Mir Ranjan Negi (www.ibscdc.org)
		7	The Effect of Job Satisfaction on Employee Performance	Job Satisfaction and Employee Performance in 'The Best Companies to Work for' in India	In India the title of the 'best employers' have usually been associated with either foreign multinational companies or their Indian subsidiaries. However, of late, there has been a change in this trend with a significant number of Indian companies being adjudged as the 'best places to work'. In the backdrop of Business Today's list of 'the best companies to work for', this case study focuses on the relationship between job satisfaction and employee performance. This case study also stirs a debate on whether employee performance can be guaranteed through job satisfaction?	• Chapter 3, "Attitudes and Job Satisfaction", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Creating A Great Place To Work: Why It Is Important and How It Is Done", Greatplacetowork.com
Perception	Factors influencing perception, perceptual selectivity, rational decision	8	Factors Influencing Perception	New Recruits' Perfunctory Perceptions: The Manager's Apathy	This case helps in analyzing the factors which influence people's perceptions and also throws light on the perception hierarchy. Damodar Dhoot – the head of Hermes-Nakata Finance Company – was unimpressed and dissatisfied with his four new recruits. Judging them on the basis of his values and attitudes, he fires three of them. But, did he take the	• Chapter 5, "Perception and Individual Decision Making", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Perception is Reality: Why Subjective Measures Matter and How to Maximize Their Impact", Balanced Scorecard Report

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making model, bounded rationality, linkage between perception and individual decision making, ethics in decision making				right decision? Though perceptions are decisive, they can be deceptive at times. This case helps to address the question, 'Are an individual's values, attitudes and perceptions interlinked?'	
	9		Differing Perceptions at Hi-Style Limited	Rachna Chaudhuri (Rachna), M.Sc in Textile Engineering with a specialisation in fashion designing had impressed the management at Hi-Style Limited (manufacturer of high-end designer clothes for women), with her creativity and diligence during her 4 month internship. Having joined the company, Rachna was looking forward to a positive and successful stint in the organisation. However, faced with the growing dislike and resentment from two senior colleagues, Rachna found herself in a tight-spot. This case study deliberates on the various factors influencing an individual's perception. It also debates on the linkage between perception and individual decision making.	• Chapter 5, "Perception and Individual Decision Making", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition
	10	Linkage Between Perception and Individual Decision Making	Rational vs Intuitive Decision Making: Dilemma at Nemesis	As the VP of Indian division of Nemesis Telecommunications, a multinational telecommunication company, Kenny Anderson (Kenny) is expected to conduct a workshop on decision making for the company's regional heads. This case study analyses the decision making process and focuses on rational and intuitive ways of decision making. It helps debating whether a co-relation exists between nature of industry and/or nature of business and decision making style.	• Chapter 5, "Perception and Individual Decision Making", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Decisions, Decisions", *FORTUNE*, June 27th 2005 • Interview with Samuel E. Bodily (www.ibscdc.org) • Interview with Derek W. Bunn (www.ibscdc.org) • Interview with David A. Snowden (www.ibsdcdc.org) • Interview with Bettina Buchel (www.ibscdc.org) • Interview with Collin Carnall (www.ibscdc.org) • Interview with George Wright (www.ibscdc.org) • "Effective Decision", *HBR*, Jan.–Feb. 1967 • "A Brief History of Decision Making", *HBR*, January 2006 • "Don't Trust Your Gut", *HBR*, May 2003

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					• "When To Trust Your Gut", *HBR*, Feb. 2001 • "What You Don't About Making Decisions", *HBR*, September 2001 • "How Companies Make Good Decisions", McKinsey Global Survey (2009)
Personality	The meaning of personality, Personality Determinants, personality traits, The big five model, emotional labour	11	Personality Determinants, personality Traits	Reinventing Hewlett-Packard with Mark Hurd	With the exit of Carleton Fiorina, Hewlett Packard was looking out for a solid, staid personality who would help the company to regain its lost glory. To fulfill these aspirations the company hired Mark Hurd (Hurd) as its new CEO in 2005. This case study explores the various determinants that shape an individual's personality. It also highlights the different types of personality traits. Will Hurd be able to influence and motivate his team members solely on the basis of his personality?	• Chapter 4, "Personality and Values", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition
		12		Personality: Who is Responsible? (Case-let)	Santosh Kumar, proprietor of Devika Enterprises, a large home appliances company, re-married Sunita, after the death of his first wife. With the increasing demands of business, Kumar had little time to spare for his family. Sunita, on the other hand, was a loving and caring mother towards their son Rajesh, while ill-treating Kumar's children from his first marriage. The case study discusses the various factors that shape an individual's personality.	• Chapter 4, "Personality and Values", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition
Emotional Intelligence	Definition, self awareness, self regulation, social skills, social awareness	13	Importance of Emotional Intelligence	Emotional Intelligence Deficit: Any Hopes?	In the contemporary business world, it has become essential to not only manage one's own emotions but also that of others. This case study discusses the case of Raunak Sharma (Sharma) – General Manager of The Ivory Plastic Company Ltd. Despite being extremely good at delivering business results, Sharma lacked the ability to manage his own as well as others' emotions. This lack of emotional intelligence cost Sharma his job. The case study focuses on the various dimensions of emotional intelligence and analyses the significance of emotional intelligence for leaders. It also debates on whether emotional intelligence can be learnt or not?	• Chapter 8, "Emotions and Moods", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "What Makes a Leader", *HBR*, November–December 1998 • "Leadership That Gets Results", March–April 2000 • "Primal Leadership:The Hidden Driver of Great Performance", *HBR*, December 2001 • "Building The Emotional Intelligence of Groups", *HBR*, March 2001 • "Social Intelligence and the Biology of Leadership", September 2008

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Motivation	Meaning of motivation, Primary, general Motives and secondary Motives, Motivation and productivity, content and process theories of Motivation	14	Primary, General and Secondary Motives, Content and Process Theories of Motivation	ThisNext.com: Unfolding New Motivation Lessons?	Founded in 2006, by Gordon Gould and Craig Ogg, ThisNext.com (ThisNext) emerged as a social shopping website. Driven by its volunteer workers, ThisNext served as a platform where people could discover unique products. Recommending on ThisNext had helped these volunteer workers to build their digital identity. This case study explores the factors that have contributed to ThisNext's success. It also deliberates on the factors responsible for motivating volunteer workers and assesses why volunteers are willing to be associated with ThisNext. This case study addresses the question, 'Will volunteers continue to invest in building their personal brand names during economically challenging times?'	• Chapter 7, "Motivation Concepts", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "One More Time: How Do You Motivate Your Employees", *HBR*, 1968 • "Employee Motivation: A Powerful New Model", *HBR* • "Firing Up The Frontline", *HBR*, May–June 1999 • "Motivating Across Generations", Harvard Management Update • "Job Sculpting: The Art of Retaining Your Best People", *HBR*, Sept.–Oct. 1999 • Interview with Viren Wilfred Rasquinha (www.ibscdc.org)
		15	Motivation and Productivity	Nucor Corp's Performance driven Organisational Culture: Employee driven competitive advantage?	The ninth largest steel producer in the world, Nucor, began its journey as a car manufacturer prior to diversifying into manufacturing nuclear testing and steel joist manufacturing. Its mini-mill technology combined with its unique organisational culture made the company the second largest producer of steel in the US. This case focuses on how Nucor gained an edge over its rivals in the extremely competitive steel industry. It also stirs an interesting discussion over whether employee motivation and productivity are related?	• Chapter 8, "Motivation: From Concepts to Application", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Beyond Theory Y", *HBR*, May–June 1970 • "Asinine Attitudes Toward Motivation", *HBR*, January–February 1973 • "Firing Up The Frontline", *HBR*, May–June 1999 • "Turning Goals Into Results", *HBR* • "Who Should Set CEO Pay? The Press? Congress? Shareholders?", *HBR*, May–June 1992 • "Corporate Culture: Asset or Liability", Ivey Journal • "The Ways Chief Executive Officers Lead", *HBR*, May–June 1996 • "Culture Matters Most", *HBR*, May 2005
Groups and teams	Types of groups, stages of group development, the five stage model, the punctuated equilibrium model, the	16	Dynamics of Informal Groups, Dynamics of Formal Work Groups, Teams vs Groups, Group	The Buck (doesn't) Stop Here (Case-let)	University of South Arras, a small university in France, had embarked on an ambitious project to obtain the ISO 9001 certification for all the masters' programmes offered by the university. To fulfill this aim, individual schools under the university were expected to develop their own project teams, headed by a project manager. Despite working on these projects for 3 months, each of the teams was trailing behind	• Chapter 9, "Foundations of Group Behavior", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "A Note for Analyzing Work Groups", HBS Note • "Hot Groups", *HBR*, July–August 1995

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	dynamics of informal groups, norms and roles in informal groups, nature and significance and management of informal organizations, dynamics of formal work groups, teams in the modern workplace, teams vs groups, types of teams, quality circles, group decision making	17	Decision Making		schedule. However, at the status review meeting none of the project managers was willing to bear the blame. This case study analyses on the dynamics of formal work groups.	
				Team Building at MindTree Consulting	MindTree Consulting, a global IT and R&D company from India, was started in 1999 by a diverse team of 10 professionals who came from three different nations and had already scripted successful careers. Their vision to build an institution that is among the most admired companies globally is shared with every MindTree Mind and is reflected in the way they do business. It was awarded the prestigious SEI-PCMM level 5 in the year 2003. It was also among the top three best employers list of the Hewitt study in India. Subroto Bagchi, now the COO and President of US operations, sowed the seeds for the company in 1998 that was formally launched in August 1999. This case study helps to; discuss how Bagchi and Krishna Kumar, the founders of the company could build the team of like-minded people to start the next generation software service company delivering knowledge-based services to its customers; discuss the events that consistently added to the synergy of the team.	• Chapter 9, "Foundations of Group Behavior", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "The Discipline of Teams", *HBR*, July–August 2003 • "Can Absence Make a Team Grow Stronger", *HBR*, May 2004 • "The Nut Island Effect: When Good Teams Go Wrong", *HBR*, March 2001 • "Virtuoso Teams", *HBR*, July–August 2005 • "Team Work At The Top", *McKinsey Quarterly*, 2001 • "8 Ways to Build Collaborative Teams", *HBR*, November 2007
Communication	Role of communication, Objectives, Barriers and effective communication, communication processes, types of communication, interactive communication in organizations, cross cultural communication	18	Role of Communication, Barriers & Effective Communication, Communication Process	Organisational Communication Blunders (Case-let)	Having been promoted as the assistant product manager in the personal care division of Alpha India Products, Sagar Varma (Sagar), was both excited and anxious. Being new to the role, he was uncertain regarding his responsibilities and goals. To add to his woes, his new boss also offered no guidance regarding his new job role. This case study deliberates on the importance of communication in organisations. It also debates on the barriers of effective communications within organisations.	• Chapter 11, "Communication", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Understanding Communications in One-to-One Relationships", HBS Note

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Leadership	Understanding leadership, leadership theories, trait theories, behavioral theories, contingency theories, leadership styles, leadership skills, determinants of leadership, challenges to leadership in virtual teams. Level 5 leadership, differences between a leader and a manager	19	Leadership Styles	Leadership Conundrum: Nike After Knight	In December 2004, Phil Knight (Knight), the legendary CEO of Nike, stepped down to hand over the reigns (for the third time) to William D Perez. Under Knight's leadership, Nike followed a matrix organisational structure with minimal directions and guidance from their CEO. The case deliberates on Knight's leadership styles. It raises an interesting debate on can successful leaders always build successful enterprises?	• Chapter 12, "Basic Approaches to Leadership", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "The CEO's Real Legacy", *HBR*, November 2004 • "What Becomes An Icon Most", *HBR*, March 2003 • "The Successor's Dilemma", *HBR*, November–December 1999 • "High Performance Marketing", *HBR*, July–August 1992
		20	Level 5 Leadership	Wipro's Azim Premji: Level 5 Leadership Style?	From being a small vegetable oil company in 1947, Wipro Technologies (Wipro)emerged as one of the largest software companies in India. Under the leadership of Azim Premji (Premji), the company continued to climb the ladder of success. His determination to excel combined with his strategic vision, transformed Wipro into $17.6 billion company, serving customers across the globe. The case study deliberates on the various styles of leadership. It also debates on the traits and qualities of Level 5 leaders and analyses their role in the success of an organisation.	• Chapter 13, "Contemporary Issues in Leadership", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Level 5 Leadership", *HBR* • Interview with Jim Collins (www.ibscdc.org) • Interview with John P. Kotter (www.ibscdc.org) • Interview with Daniel Levinthal (www.ibscdc.org) • Interview with Vinton G. Cerf (www.ibscdc.org)
		21		Communicating In Crisis Times: Lessons from Barack Obama	This case was written primarily to highlight the importance of communication especially during times of crisis. The 2008 US Financial Crisis is being considered as the worst crisis the world has ever seen since the Great Depression. At such a crucial stage, Barack Obama (Obama) became the 44th President of the US on January 20th 2009. His communication techniques and ability to get his thoughts across effectively was considered as one the key factors, which helped him win the presidential elections. 'Yes we can', 'Hope', 'Change', these are just some of the words with which he awed his supporters and the public and helped them believe that the crisis can be overcome. However, dealing with the crisis will require more than just great speeches. Can Obama pull the US out of the crisis considering the magnitude? Can he sustain the hope	• Chapter 12, "Basic Approaches to Leadership", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • Chapter 13, "Contemporary Issues in Leadership", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Crisis Communications: Lessons From 9/11", *HBR*, December 2002 • "What Leaders Really Do", *HBR*, 1990 • "Obama's First 90 Days", *HBR*, June 2009 • Video Interview with Ed Cohen (www.ibscdc.org)

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				given by him to the citizens of the US or will his charisma soon fade away? What lessons can Obama learn from leaders of the past who have dealt with such crises?	
Power, Authority & Politics	Definitions of power, distinction between power and authority, bases of power, power structure and blocks, impression management, political behavior in organizations	22	Distinction Between Power & Authority	You Can't Play By Rules Always (Executive Brief with R.D. Prasad)	As a Product Manager with a reputed search engine marketing firm for more than two years, R.D. Prasad (Prasad) was apprehensive when the CEO offered him a new role. However, shouldering new responsibilities, without any explicit authority or power, was a tough ordeal. This video case study triggers an interesting discussion over power and politics, which are an integral and inevitable part of every organisation. It also triggers an interesting debate on how to achieve targets and get work done in the absence of explicit power and authority.	• Chapter 14, "Power and Politics", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Power and Politics in Organizational Life", *HBR*, May–June 1970 • "The Rise of the Political Manager", SMR (MIT), Fall 1985 • "Power Failure in Management Circuits", *HBR*, July–August 1979 • "Power and Politics in Organizations" Darden's Note, 1992 • "Four Bullet Proof Strategies for Handling Office Politics", Harvard Management Update • "Organizational Politics: The Missing Link of Management", ICT
		23		That's the Way the Cookie Crumbles (Case-let)	Aspiring to enter the wireless technology business in Asian markets, ABCCOMM (a semiconductor company), commenced negotiations with XYZCOMM, a New York-based semiconductor company. This case study dwells into the various bases of power in an organisation. It also deliberates on the importance of power structures and power blocks in the organisations.	• Chapter 14, "Power and Politics", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition
Conflict & Collaboration	Sources of conflict, intra-individual conflict, interpersonal conflict, intergroup behavior and conflict, Organizational conflict,	24	Negotiation	Exxon Mobil's New CEO, Rex Tillerson's Agenda – Diplomacy: Can he Manage?	The advent of resource nationalism in the mid-1980s resulted in restricted access to oil reserves for global oil majors. With oil-rich nations dictating tougher terms, Exxon Mobil, the largest oil company was expected to deploy tact and diplomacy, a knack associated with Rex Tillerson, the company's new CEO. This case study discusses the diplomatic skills of Exxon Mobil's new CEO and debates on how these skills shall help the company negotiating oil deals with hostile governments of oil- rich countries.	• Chapter 15, "Conflict and Negotiation", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Six Habits of Merely Effective Negotiators", *HBR*, April 2001 • "Staple Yourself to an Order", *HBR*, July–August 2004

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		25	Approaches to Conflict Management	Miramax: A Victim of Interpersonal Conflict?	Miramax Film Corp. (Miramax), established by the Weinstein brothers (Harvey and Bob) in 1979, was acquired by Disney in 1993. However, relations between Harvey and Disney's CEO, Michael Eisner, deteriorated, owing to disagreements and conflicts regarding compensation, control and creative independence. A flare-up between them in 2004 over the controversial documentary Fahrenheit 9/11 worsened the relations. Focusing on the conflict between Miramax and Disney, the case deliberates on the various approaches to conflict management. This case addresses the question, 'Whether the conflict between the two parties can be resolved by collaboration?'	• Chapter 15, "Conflict and Negotiation", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition
Negotiation, Approaches to conflict management, collaboration						
Stress Management	Causes of stress, organizational and extra organizational stressors, Group stressors, individual stressors, coping strategy for stress	26	Causes of Stress (Organisa- tional)	Karoshi	Ichiro Oshima (Oshima) joined the Japanese advertising giant, Dentsu, in April 1990. On an average, he spent 80 hours a week at work, stretching his shifts from 9 am until 6 am, the following morning. For 17 months, he had worked without a single day off. On August 26th 1991, Oshima completed his last assignment. The following day he hung himself in the bathroom of his home. In the light of the phenomenon of 'Karoshi' – Japanese term for 'death from overwork', this case study focuses on the concept of organisational stress. It also debates on the flaws in HR Practices of Japanese companies.	• Chapter 19, "Organizational Change and Stress Management", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition
Organizational Structure	Understanding organizational structure, Centralization and Decentralization, Flat and tall structures, departmenta- lization, behavioral implications of different organizational designs	27	Under- standing Organisa- tional Structure, Types of Organizational Structure, Behavioral Implications of Different Organizational Designs	Ricardo Semler's Employee Empowerment Strategies at Semco	Founded by Antonio Curt Semler (Antonio) in 1953, Semco was primarily into the production of marine machinery. In 1980, Antonio's son Ricardo Semler (Ricardo) took over as the CEO of the company. With Ricardo at the helm of affairs, Semco witnessed a series of organisational changes. Two-third of the top management was fired and the autocratic style of leadership was discarded. Further, employee empowerment and participative style of management emerged as integral elements at Semco. This case study deliberates on the role of top management in employee empowerment. It also discusses how Ricardo's focus in employment empowerment helped in making Semco as a desirable place to work.	• Chapter 16, "Foundations of Organization Structure", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Maslow Revisited: Building The Employee Commitment Pyramid", Strategy & Leadership • "Participative Management at Work", *HBR*, January–February 1977

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Organizational culture	Meaning, creating and sustaining culture, culture as a liability, employee acculturation process, countries and culture, organizational climate	28	Meaning and Creating and Sustaining a Culture, Culture as a Liability, Employee Acculturation Process	Designing An Organizational Culture: Tony Hsieh Wrapping Zappos Organisational Culture?	Zappos, an online shoe retailer, has been ranked 23rd in the Fortunes "100 best companies to work for" in 2009. Tony Hsieh (Tony), the CEO of the company, has built Zappos from a "virtually zero" to "over a billion dollar" revenue company. Under the leadership of Tony, organisational culture has become a pillar of strength for Zappos. The case study mainly stresses on the role played by Tony in shaping the culture of the company. This case helps us to debate whether organisational culture should be designed oblivious of the nature of the company's business or is it dependent on the business. Moreover, it helps to evaluate the role of a CEO's personality, values and attitudes in designing an organization's culture.	• Chapter 17, "Organizational Culture", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "What Is An Organizational Culture", HBS Note • "Leading By Leveraging Culture", CMR, Summer 2003 • "Coming To A New Awareness of Organizational Culture", SMR (MIT), Winter 1984 • "10 Reasons To Design A Better Corporate Culture", HBS WK • "The Case Of The Downsizing Decision", *HBR*, March-April 1991 • "Zealots Rising: The Case For Practical Visionaries", s+b
Organizational Change	Forces of change, managing planned changes, resistance to change, approaches to managing organizational change, technology and change, organizational development, concept and action research	29	Forces for Change, Managing Planned Change, Resistance to Change, Approaches to Managing Organizational Change	Hewlett-Packard: Losing the HP Way	Established in 1938 by two electrical engineers, Bill Hewlett and Dave Packard, HP had grown from a small electronic instruments company to one of the global leaders in IT products and services by the end of the 20th century. A unique people-focused, consensus-driven work culture initiated by the founders had been the driving force of its growth. However, in 1999, with the reins of the company passing on to Carly Fiorina, the once popular culture of the company started losing its luster. This case study debates on the various changes introduced by Carly and their impact on the organisation. It also addresses the question, 'What measures should Carly have taken while introducing new changes?'	• Chapter 19, "Organizational Change and Stress Management", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Change Through Persuasion", *HBR*, February 2005 • "10 Principles of Change Management", s+b, issue 35 • "The Hard Side of Change Management", October 2005
		30		Culture Change Management Programme (CCMP) at Cyberabad Police Commissio-nerate, Government of Andhra Pradesh, INDIA	In 2003, for the first time in India, the Cyberabad Police Commissionerate initiated 'Culture Change Management Programme' (CCMP). The CCMP was adopted to ensure quality policing in the Cyberabad Commissionerate by making the police people-friendly and improving the working environment at the police stations. However, this programme faced age-old inertia from the police personnel who had been trained to follow the service manuals developed by the erstwhile British rulers. This case study deliberates on the various	• Chapter 19, "Organizational Change and Stress Management", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • Interview with Ed Cohen (www.ibscdc.org) • Interview with Michael Hammer (www.ibscdc.org) • Interview with Michael A. Roberto (www.ibscdc.org) • Interview with Michael Beer (www.ibscdc.org)

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				approaches to managing organisational change. It also debates on the hurdles in introducing and implementing changes in an organisation.	
	31		Xerox's Turnaround: Anne Mulchay's "Organisational Change"	In the wake of increasing competition from Japanese companies, Xerox Corporation, once a leader in the copier industry, was fast losing its market share. In 1999, Rick Thoman (Rick), an ex-IBM executive, was hired to help restore the company's lost glory. However, with Rick failing to re-create the lost magic, the company appointed Anne Mulcahy (Mulcahy), a Xerox veteran, as the new CEO in 2001. The case study discusses the organisational changes introduced by Mulcahy, to turnaround the fortunes of the company. It addresses the question, 'How did Mulcahy implement these changes across the organisation?'	• Chapter 19, "Organizational Change and Stress Management", *Organizational Behavior*, Stephen P. Robbins, et al., 12th edition • "Patterns of Organization Change", *HBR*, May–June 1967 • "Why Change Programs Don't Produce Change", *HBR*, Nov.–Dec. 1990 • "Successful Change Programs Begin With Results", *HBR*, Jan.–Feb. 1992 • "Why Do Employees Resist Change", *HBR*, May–June 1996 • "Evolution and Revolution As Organizations Grow", *HBR*, May–June 1998 • "Leading Change: Why Transformational Efforts Fail", *HBR*, March–April 1995 • "Cracking the Code of Change", *HBR*, May–June 2000 • "Radical Change: The Quiet Way", *HBR*, October 2001

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