

COMC004 –Organizational Behavior and Leadership

Masters of Commerce
Semester II
DSC - Core Paper
COMC004: Organizational Behavior and Leadership

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC - COMC004	Organizational Behavior and Leadership	3	1	0	4	NIL

Objective: This course aims to develop a comprehensive understanding of human behavior in organizational settings and the role of leadership in shaping organizational outcomes. It draws insights from Indian traditions to understand how people work, lead, and respond. The course also explores the role of a leader in digital workplace dynamics.

Learning Outcomes: By the end of the course, students will be able to:

- Explore core concepts of organizational behavior and leadership in traditional and digital contexts.
- Analyze the impact of personality, perception, motivation, and emotions on performance.
- Interpret team dynamics and group behavior in organizational settings including virtual teams.
- Evaluate leadership styles and their influence on organizational culture and outcomes.

Contents:

Unit I (14 hours)

Foundations of organizational behavior; Positive Organizational behaviour, Personality, Perception, Values, attitudes, Self and identity at work including impact of AI on work behavior; Indian perspectives on personhood (e.g., *Purusharthas, Trigunas, Karma theory*).

Unit II (10 hours)

Motivation theories: content and process; meaning of work, and work motivation; Indian perspectives on motivation: Nishkama Karma, Lokasangraha; Emotions and emotional intelligence at work, technology-mediated emotions.

Unit III **(10 hours)**

Group Dynamics; Cohesiveness and productivity; Agile Team Structures and Self-Managing Teams, Group Decision Making; Managing organizational conflict; Managing misbehavior at work.

Unit IV **(11 hours)**

Power, influence, and leadership in hybrid organizations; Leadership theories, Cross-cultural leadership styles, Ethical and spiritual leadership; Indigenous models: Krishna as a strategist, Rama as a moral exemplar, Chanakya's leadership principles.

Tutorial Exercise: Students will analyze a leadership case drawn from business, public service, or historical narratives (e.g., Gandhi, Narayana Murthy). A short group presentation will interpret the leader's style, ethical stance, and outcomes using OB frameworks.

Suggested Readings:

- Robbins, S. P., & Judge, T. (2021). Organizational Behavior. Pearson.
- Yukl, G. (2012). Leadership in Organizations. Pearson.
- McShane, S. L., & Von Glinow, M. A. (2021). Organizational Behavior. McGraw Hill.
- Sharma, S. (2012). Management in the Gita. Rupa.
- Hackman, J. R. (2002). Leading Teams. Harvard Business Review Press.
- Paul, R. Lawrence (1987). Historical Development in OB in Chapter 1, Handbook of OB by Jaw W Lorsch (ed) Englewood Cliffs, NJ: Prentice-Hall, 1-10
- Luthans, Fred. (2002). The need for and meaning of Positive Organizational Behaviour. Journal of Organizational Behaviour. 23. 695-706.
- Herzberg, F. (1968). One More Time: How Do You Motivate Employees. Harvard Business Review, 46 (1), 53-62.
- Daniel Goleman (1998). What makes a leader. Harvard Business Review, 76, 93-102.
- Avolio, B.J., Sosik, J.J., Kahai, S.S., & Baker, B. (2014). E-leadership: Re-examining transformations in leadership source and transmission. The Leadership Quarterly, 25(1), 105-131.