Course Case Map for ORGANIZATIONAL BEHAVIOR

Mapping for ORGANIZATIONAL BEHAVIOR
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**Purpose of the Course:** Organizational Behavior as a course helps understand people and their behavior. It is the only course that helps the participants to look inwards to understand the outwardly behavior of others. As it is a synthesis course, majority of the course’s underpinnings come from allied disciplines (like Sociology, Psychology, Anthropology, etc.). A deep and rightful appreciation of the course’s insights would be highly useful to shape one’s career.

This course aims at preparing participants/learners to answer the following questions:

1. Why do people behave the way they behave? Do I need to understand them in my own interest or in their interest or in our interest?
2. What does it take to be an effective manager and a leader? What specific traits or characteristics should I be endowed with for being an effective manager and a leader?
3. What are the characteristics of very high performing teams and how can I be a part, the influencer, the leader and the creator of a high performing team?
4. Why do people disagree? Should people agree all the time? Why do conflicts arise and are there any ideal ways to resolve them?
5. How do organizational cultures get shaped up and how can I integrate my work culture with organizational culture to ensure perfect goal congruence?
Must-Read Article / Background Notes' 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, February 2002)
- “How to Make People Decisions”, Peter F. Drucker (HBR, July-August 1985)
- “How Hardwired is Human Behavior”, (HBR, July–August 1998)
- “The Manager’s Job: Folklore and Fact”, Henry Mintzberg (HBR, March 1990)
- “Manage Your Human Sigma”, (HBR, July–August 2005)
- “The Discipline of Teams”, (HBR, 1993)
- “What Great Leaders Do”, (HBR OnPoint Collection)
- “Power is the Great Motivator”, David C. McClelland; David H. Burnham (January 2003)
- “Make Your Values Mean Something”, (HBR, July 2002)
- “Understanding “People” People”, (HBR, June 2004)
- “The Human Moment At Work”, (HBR, January–February 1999)
- “The Four Principles of Enduring Success”, (HBR, July–August 2007)
- “Teaching Smart People How to Learn”, (HBR, May–June, 1991)
- “The Leader’s New Work: Building Learning Organizations”, (SMR, Fall 1990)
- “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, September–October 1999)
- “Real Reason People Won’t Change”, (HBR, November 2001)
- “The Four Bases of Organizational DNA”, (s+b, Winter 2003)
- “Home Depot’s Blue Print for Culture Change”, (HBR, April 2006)
- “Managing Without Managers”, (HBR, September–October 1989)
- “Leading By Leveraging Culture”, (CMR, Summer 2003)
- “Power and Politics in Organizational Life”, (HBR, May–June 1970)

Widely-used Books for Organizational Behavior

- “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)
- “Level-5 Leadership”, (HBR, January 2001)
- “Stop Looking for Passion at Work”, (S+B, Video, January 21" 2014)
- “The 7 Types of Organizational DNA”, Gary L. Neilson, Bruce A. Pasternack and Decio Mendes (S+B, 2004)

Effective Executive by Peter F. Drucker
I’m O.K You’re O.K. by Thomas Harris
Games People Play: The Psychology of Human Relationships by Eric Berne
The 7 Habits of Highly Effective People by Stephen R. Covey
What Management Is: How It Works and Why It's Everyone's Business by Joan Magretta
Great Work: How to Make a Difference People Love by David Sturt
How to Win Friends and Influence People by Dale Carnegie
Productive Workplaces: Dignity, Meaning, and Community in the 21st Century by Marvin R. Weisbord
Drive: The Surprising Truth About What Motivates Us by Daniel H. Pink
Joy, Inc.: How We Built a Workplace People Love by Richard Sheridan
The Moment You Can't Ignore: When Big Trouble Leads to a Great Future by Malachi O'Connor, Barry Dornfeld
The Circle by Dave Eggers
The Effective Executive: The Definitive Guide to Getting the Right Things Done (Harperbusiness Essentials) by Peter F. Drucker
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Hollywood Classics

- Shrink
- The Pursuit of Happyness
- Goal II
- The Devil Wears Prada
- Seabiscuit
- Dead Poets Society
- Good Will Hunting
- Notting Hill
- Jerry Maguire

Useful Websites

- Knowledge@Wharton
- HBS Working Knowledge
- s+b
- McKinsey Quarterly
- AT Kearney
- FT
- Hewitt Associates
- Mercer Management Consulting
## List of Mapped ET Cases’ Case Studies for Organizational Behavior

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Scaling Up a Startup: iKure’s People and Organizational Challenges

Abstract:
Ideally suited to introduce Organizational Behavior course, this Case Brief sensitizes the participants/students to the scope of purported intent of Organizational Behavior Course presented by iKure Founder and CEO, Sujay Santra. This Case Brief enables an appreciation of five of the most important aspects of organizational behavior course – Attitudes (Job Satisfaction), Motivation, Team Building, Organizational Structure and Organizational Culture. Being a very successful affordable-healthcare startup, located in Kolkata (operating in the remote villages of West Bengal, India), iKure’s organizational challenges are quite intriguing and when these are interspersed with the composition of the team, the learning outcomes can be quite pronouncing.

Pedagogical Objectives
- To construct the basic premises of Organizational Behavior Course through iKure's organizational startup challenges
- To help iKure's Founder and CEO, Sujay Santra to resolve his dilemmas on having the perfect attitude for the progressive startup, motivating his startup team members, fostering comradeship amongst his startup team, designing the most appropriate organizational structure and creating a high-performance and purposeful organizational culture

Key Concepts/Keywords
- Attitudes; Attitudes and job satisfaction; Motivation; Attitudes and motivation; Intrinsic and extrinsic motivation; Team building; High performance teams; Organizational structure; Organizational culture; iKure; Social entrepreneurship

Chapter Reading/Background Material:
- Clayton M. Christensen, “What is an Organization’s Culture?”, Harvard Business School, October 12th 2004
- Dan Senor and Saul Singer, Start-up Nation: The Story of Israel’s Economic Miracle, Twelve, November 4th 2009
- iKure I – Interview with Sujay Santra, Founder & CEO, https://www.youtube.com/watch?v=G7aHh0p82ZG8
- iKure II – Social Enterprises and Impact Capital, https://www.youtube.com/watch?v=9Ykow_eYkEc
- iKure III – Interview with Startup Team, https://www.youtube.com/watch?v=yhCEKueob8s
- iKure V – The Operationalization of iKure’s Rural Healthcare Centre (RHC), https://www.youtube.com/watch?v=177QPv1CN_dxW0

Ashok Leyland Limited: Building Competitive Advantage through Generational Diversity

Abstract:
This case study can be effectively used for a discussion on how to bridge the generational gaps at workplace. While some tout generational diversity to be an invisible competitive advantage, several others caution that if not used correctly, the same generational diversity can become an organizational stumbling block, as was the case at Ashok Leyland Limited (ALL), India’s second largest commercial vehicle manufacturer. Faced with stiff (foreign) competition, in the light of deregulated business environment during early 1990s, and the following demographic changes, ALL reoriented itself to have higher composition of millennials/Gen Y in its workforce. By 2005, nearly 40% of total ALL employees were millennials. The seniors/the company veterans viewed it diametrically opposite. It was a new challenge for ALL and new problems cannot be solved by old solutions. Could ALL turn around the tables?

Pedagogical Objectives
- To understand and analyze Ashok Leyland Ltd’s (ALL’s) business landscape and the emergence of its strategy curve in context to how the structure (the environment) forces a company’s strategy
- To understand the reasons for generational disconnect at Ashok Leyland Ltd (ALL) and analyze the same in the light of millennials’ characteristics
- To discuss and debate on the initiatives taken by ALL to bridge the generational gaps to create a unified and purpose-oriented workforce and analyze the efficacy of the initiatives
- To contextualize the role and efficacy of corporate culture and cross-functional teams in effecting a lasting organizational change

Key Concepts/Keywords
- Strategic HRM: Competitive advantage; Strategic HRM and competitive advantage; Millennials’ work values; Millennials and generational diversity; Cross-functional teams; Ashok Leyland Limited

Chapter Reading/Background Material:
- “How Do Generational Differences Impact Organizations and Teams?”, www.birkman.com
Millennial Dreamers

Abstract:
This case flyer can be used to understand the work values of millennials and also to debate on their intriguing contradictions. While millennials, by virtue of their generational existence, are bestowed with several progressive and futuristic characteristics, managing their work behavior can be quite daunting if the organizations haven’t made focused plans to align them with the other generations. How and why are the millennials different from the previous generations? As outlined in the base article, the restless and the tech-savvy generation has its own apprehensions and aspirations. What are the organizational implications of millennials’ unique workplace characteristics? Discussing on the need for organizations to adapt to the millennials’ requirements, the case flyer helps identify the ways in which the millennials can be engaged.

Pedagogical Objectives
• To understand what distinguishes Millennials/Gen Y from Gen X, Baby Boomers, Veterans or Generalists and understand Millennials’ characteristics.
• To discuss on the challenges that companies would face in managing millennial workforce and debate on the ways and means to overcome those challenges
• To discuss and debate, based on millennials’ characteristics, the role HR departments should play in synergizing their contributions and aligning them with other generations in the workplace

Key Concepts/Keywords
Millenials/Gen Y; Millennials at the Workplace; Millennials’ workplace expectations; Millennials’ characteristics; Engaging the millennials; Managing the millennial workforce; Workforce diversity; Generational diversity

Chapter Reading/Background Material:

The DNA of Success

Abstract:
This case flyer enables a discussion on the power of ‘self-belief’ in making an individual successful in realizing his dreams. The case flyer helps develop a deep understanding of the definition of success. What is the role of ‘environment’ and that of ‘self’ in providing a platform for success? Suitable for teaching the concept of attitudes in Organizational Behavior course, the case flyer discusses three qualities that according to the author of the accompanying article, Vineet Nayar, are instrumental in realizing one’s dreams – embracing one’s uniqueness, looking beyond distractions and having a deep-rooted conviction in one's goals. The case flyer reinforces the idea that being in control of one’s mind takes one closer to being successful in realizing his/her dreams.

Pedagogical Objectives
• To define the DNA of success
• To identify the various platforms of preparation and to assess the role of environment and ‘self’ in achieving success

Key Concepts/Keywords
Attitudes; Being Successful; The DNA of Success; OB Case Study on Attitudes; Organizational Behavior Case Study on Attitudes; Qualities of Being Successful; Realizing Dreams; Vineet Nayar; Uniqueness; Looking Beyond Distractions; Deep-Rooted Conviction in Goals; How to be Successful

Chapter Reading/Background Material:
• Vineet Nayar, “A Maverick CEO Explains How He Persuaded His Team To Leap”, Harvard Business Review, June 2010
**The Burgeoning Market of Online Counseling Firms in India**

**Abstract:**
This case flyer and the accompanying article enable a discussion on the astounding growth of online counselling firms and the growing need for psychological counselling among working professionals and students, alike. It offers a platform to deliberate on the various reasons that have made online counselling a popular medium for sharing one’s emotions. What are the critical success factors for online counselling firms? How should online counselling firms differentiate their service offerings? Given the nature of the industry, trust building becomes an essential ingredient for building successful online counselling firms. Can social media platforms help online counselling firms in building trust amongst its existing and potential clientele? Indians have for long shied away from discussing matters pertaining to their emotions with professional therapists. Online counselling firms have gifted Indian audiences a mask which offers them the ease of communicating with a professional without disclosing their identities. Can an online counsellor’s empathy levels be as befiting as desired by the person in need? Can constant and regular online counselling degenerate into an unwarranted addiction or weakness?

**Pedagogical Objectives**
- To understand the contributing factors for the growth of online counselling firms in India
- To discuss whether online counselling is a boon or a bane
- To understand how companies are building an ecosystem using an individual’s emotional upheaval as a foundation

**Key Concepts/Keywords**
- Online Counseling; Counseling; Online Intervention; Critical Success Factors; Organizational Behavior; Venture Capital; Psychotherapy; Psychology; Trust; Trust Building

**Chapter Reading/Background Material:**
- *Shrink*, Ignite Entertainment and Trigger Street Production, 2009

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**Mike Tyson: Punches, Prison and Pygmalion Effect**

**Abstract:**
This case study can be used to highlight the importance of the concept of Pygmalion Effect and to analyze the five elements of Emotional Intelligence, which are responsible in shaping up an individual’s behavior and professional success. Structured around the life of boxing champion Mike Tyson, this case study helps in understanding how Pygmalion Effect may or may not have the desired effect. Felon, famed boxer, addict, philosopher – Mike Tyson’s life had been a roller-coaster ride defying expectations and conventional wisdom. The world would never have expected the youngest heavyweight boxing champion to be a boy with a tough and troubled childhood. No one would have imagined Tyson to have been brought up in a broken home in the poorest neighborhood in Brooklyn with numerous stints across various detention centres. Could Tyson attain such dizzying levels of success without his coach and mentor, Cus D’Amato? The surreal rise to fame and glory, followed by a shameful downfall marred with controversies only to be followed by an unbelievable transformation. Tyson’s life has been a tumultuous journey beyond imagination. Was Tyson’s troubled childhood responsible for his recklessly violent behavior both, inside and outside the ring? What impact did Pygmalion effect have on Tyson? What kind of behavior, professional and personal, is expected from sporting personalities pursuing ‘violent’ sports like boxing, wrestling, etc.?

**Pedagogical Objectives**
- To understand the antecedents and influencing factors of Mike Tyson’s socially controversial and unacceptable behaviour and discuss the role of mentor in his early-life transformation
- To discuss the relationship between some of the ‘violent’ sports and the expected behaviours of such sports personalities and the influence on their personal lives.
- To discuss and debate on how and how not the Pygmalion effect worked on shaping the life of Boxing Hall of Fame’s star, Mike Tyson and to analyze the limitations of Pygmalion effect

**Key Concepts/Keywords**
- Pygmalion Effect and Emotional Intelligence

**Chapter Reading/Background Material:**
- *Tyson*, Sony Pictures Classic, September 14th 2008
### Abstract:
This Case Study is written to highlight how work behavior gets influenced by personality traits and values. Set in the backdrop of the poignant story of Indian Institute of Management (IIM), Lucknow’s Manjunath Shanmugam (Manjunath), this Case Study enables an engaging discussion and rightful appreciation of personality traits and values that would shape one’s work behavior. Being aware of the dealers’ blatant malpractices in his territory, Manjunath (working for Indian Oil Corporation) mustered the courage to set right the system, against the sagely advice of his family and friends. Manjunath, affectionately called Machchan by his friends and family members, fell to the bullets of unscrupulous, unsavory, and uncouth criminals controlling the oil supply in rural Uttar Pradesh, India. He laid down his life in serving and protecting his company’s interests. Was he driven by the fear of failure? What were the values that drove him to take on the powerful and intimidating oil mafia? What was his personality that motivated him to go to the extreme, to lay down his life for a cause? What does Manjunath’s legacy mean for management graduates? Should Manjunath be revered as a real hero or an emotional fool?

### Pedagogical Objectives
- To understand the determinants of personality and values and to analyze the importance of personality-types and values for organizational performance
- To analyze how personality-types and values determine work behavior and debate on the ways and means (the signals) to predict work behavior
- To discuss and debate on how to shape up high-performance, purpose-driven and values-guided personalities and the limitations of value-led and purpose-driven pursuits in the light of Manjunath’s poignant episode
- To debate whether personalities shape values or values shape personalities

### Key Concepts/Keywords
Personality and values; Personality and personal values; Personality types and work values; Personality type and work behavior; Personality, values and the Big Five Personality Model; Personality, values and terminal values; Personality, values and instrumental values; Personality, values and John Holland’s personality-job fit theory; Personality, values and core self-evaluation; Personality, values and propensity for risk taking

### Chapter Reading/Background Material:
- Joseph L. Badaracco, Jr., “Personal Values and Professional Responsibilities”, HBS, April 14, 2005
- Manjunath, Written and directed by Sandeep A Varma, Produced by Viacom 18 Motion Pictures, NFDC and ICOMO, 2014

### Reverse Brain Drain and Indian Value System

**Abstract:**
This case flyer enables a discussion on the recent trend of reverse brain drain into India and explores the likelihood of a relationship between personal value systems of individuals and reverse brain drain. As discussed in the accompanying article, the case flyer helps in identifying the factors that have led to this recent trend. What does it take for well-settled and extremely well-to-do Indians to come back to India and serve the parent country? The case flyer debates as to why do Indians after receiving high-class education and training at the premier Indian educational institutes choose to serve a foreign nation rather than serving their own country. The case flyer is suitable for teaching the concept of ‘Personality and Values’ in Organizational Behavior course.

### Pedagogical Objectives
- To understand the role of Indian diaspora in the making of illustrious Indians
- To debate on the paradox of world’s best talent – made in India but – used abroad
- To analyze the recent phenomenon of reverse brain drain into India

### Key Concepts/Keywords
Brain Drain; Reverse Brain Drain; Personal Value System of Individuals; Indian Cultural Values; Indian Institutes Of Excellence; Illustrious Indians; Returnee Indians; Indian Diaspora; Reverse Brain Drain and Indian Value System; OB Case Study on Individual Values; Indian Value System
### Spirituality Quotient and Business Management

**Abstract:**
This case flyer and the base article enable a discussion on the renewed emphasis being laid by premier Indian business schools on the concept of spirituality. It provides a platform to debate on the role of spirituality-based subjects in grooming future leaders. Driven by the expectation that focussing on the spirituality quotient would instil values such as external resilience and the ability to handle stress, Indian B-schools are introducing courses like the 'Science of Spirituality' and 'Embedded Leadership Excellence', among others, in their Executive MBA and PGDM programs. Indian business schools have embraced this new impetus on spirituality quotient with the expectation of grooming future leaders with a long-term and all-encompassing outlook. Are values like leadership and compassion innate or can they be developed? Is it possible to instill values like righteousness and ethics within a fixed duration? Will spirituality-based subjects wither out over a period of time?

**Pedagogical Objectives**
- To critically assess business schools' (especially Indian business schools') current curriculum and to debate on their relevance in preparing the students for the desired and expected roles in the corporate world. Do they serve their self-mandated interests or do they serve their primary customers' interests?
- To discuss and debate on whether the introduction of spirituality-related courses would transform MBAs into responsible corporate citizens with high moral and ethical compass

**Key Concepts/Keywords**
MBA Curriculum; Business Schools’ Curriculum; MBA and Professions; MBA and Ethical Decision-Making; MBA and Corporate Expectations; MBA and Course Delivery; MBA and Spiritual Quotient

**Chapter Reading/Background Material:**
- E. Kumar Sharma, "The Route to Dharmacracy", Business Today, December 14th 2008

### Collective Perceptions and Country Image

**Abstract:**
This case flyer, by drawing attention to the collective perception of India, discusses how collective perceptions about a country build its national brand image. To deliberate on collective perceptions on India, the case flyer discusses two articles – "Biz Leaders, Talk up Brand India" and “Gupta’s Actions Sully Indians’ Reputation in US” – with contrary viewpoints. While one article talks about the image-damage that India suffered after the Rajat Gupta episode, the other highlights the laudable brand image of India despite having witnessed some unfavorable events. Both the articles however complement each other as they enable a discussion on the significance of managing collective perceptions of a nation and how every stakeholder is equally responsible for managing his/her country's image. The case flyer is suitable for teaching the concept of perceptions in Organizational Behavior Course.

**Pedagogical Objectives**
- To understand the concept of collective perceptions vis-a-vis country image
- To highlight the significance of managing collective perceptions and the responsibility of all the stakeholders therein

**Key Concepts/Keywords**
Perceptions; Collective Perceptions; Image Building; Brand Image of India; Rajat Gupta and India’s Image; Brand India; India in Brand Finance’s Country Brand Index; Country Brand Index; Managing Perceptions; Managing Collective Perceptions; India’s Perception Damage; National Image of India; India’s Brand Value; Collective Perceptions and Country Image; OB Case Study on Perceptions

**Chapter Reading/Background Material:**
Case Research Managers @ Professional Cases:
Motivating for Mission

Abstract:
This case study enables an interesting discussion on the concept of motivation as it captures the story of Dr. Nikhil Kashyap (Kashyap) – the protagonist of the case study – who is faced with the dilemma of ‘How to motivate his Case Research Managers?’ to achieve their numbers and in turn the organizational mission. While the Case Research Managers have their reasons for not being able to achieve the targets, Kashyap believes that the reason for failure is lack of passion and sense of ownership. Moreover, the team seems to lack the team spirit. Who is right and who is wrong? Given the personality types of each of the Case Research Managers, the case study helps identify the ways in which Kashyap could motivate his team members for the Professional Cases mission. Can the theories of motivation be of help or does Kashyap need to do something else?

Pedagogical Objectives
• To understand the organizational context and contours of the concept of motivation
• To examine various theories of motivation and discuss on the desirability of application of the same for Professional Cases’ Research Managers
• To debate on the ways and means to motivate employees to align them with the organizational mission

Key Concepts/Keywords
Motivation; Motivation theories; Maslow’s hierarchy of needs; Motivation and organizational performance; Contemporary theories of motivation; Motivation and self-image; Self-motivation; Motivation and Pygmalion effect

Chapter Reading/Background Material:
• Frederick Herzberg, “One More Time: How Do You Motivate Employees?”, HBR OnPoint, 2002

Yum! Brand’s Secret Sauce of Success:
Recognition-Based Team-Building?

Abstract:
This Case Study enables a discussion on how to build purposeful and high-performing teams across multi-country and multi-cultural settings. While the brand is recognized globally, how do you recognize the people who nurture the brand day in and day out? David Novak’s celebrated model of team-building has had pronouncing effects not just in Yum! Brands but also in other companies for its unique recognition based team-building practice. Bizarre knickknacks like a floppy rubber chicken or a set of teeth mounted on skinny legs with oversized feet are just some of the many embellishments that welcome you as you enter David Novak’s (Novak) office. Not to mention the numerous photo frames adorning the office walls including most of the ceiling space! One close look is all it takes for the onlookers to realize that these photos of Novak are with people they might have never seen before. These elements undoubtedly seem odd, especially in the office of a Fortune 500 firm’s CEO! What makes these uncanny office features more interesting is the fact that they form an indispensable part of a team-building system that has made Yum! Brands (Yum!), a power to reckon with in the Quick Service Restaurant (QSR) industry. This culture of recognition coupled with Novak’s team-building program, ‘Taking People With You’, had been instrumental in creating the Yum!’s success story. But is it feasible to implement and institutionalize this unique culture on a global platform amidst cultural differences? What should be the role of leadership in all such initiatives?

Pedagogical Objectives
• To understand the nature of the quick service restaurant industry and to analyze the role of recognition as a tool for employee motivation
• To understand and debate on David Novak’s strategy of anchoring for a unifying force for sustaining high performance teams
• To debate on the relevance and efficacy of replicating David Novak’s team-building edifice across different companies, industries, geographies, etc.

Key Concepts/Keywords
Team Building; High Performing Teams; Team Building and Leadership; Leadership in Team Building; Building High Performance Teams; Organizational Culture; Building Teams in MNCs; Multi-Cultured Teams; QSR Industry; Yum! Brands

Chapter Reading/Background Material:

www.etcases.com
Uninspiring Communication at Life Inspired

Abstract:
This Case Study’s purpose is to sensitize the participants to the importance of organizational communication. Nimish John Mangudiyan (Nimish), the third generation entrepreneur and a successful management graduate began his entrepreneurial journey with Life Inspired Retail Pvt. Ltd. (Life Inspired), a new product line of Paul & Sons’ traditional furniture business line. Having had a successful career for about 8 years in India and Dubai and having an oriental look, Nimish was very upbeat about an affordable luxury home décor retail venture. Since the time Life Inspired was launched in 2011, Nimish had been grappling with several organizational impediments, the biggest being organizational communication. As the venture was to expand, he was besieged with lack of communication amidst his employees, jeopardizing the business as well as his promise to his father a few years ago. Having tried several solutions, he seemed to be exhausted at further options. What should he do to realign organizational communication with organizational goals?

Pedagogical Objectives
- To understand and analyze the importance of organizational communication, especially in a startup and understand the relationship between organizational communication and organizational success
- To discuss and debate on the possible solutions for organizational communication dilemmas at Life Inspired
- To analyze the role of organizational structure (business functions) in organizational communication and examine if there are effective ways to structure effective communication

Key Concepts/Keywords
Organizational communication; Organizational communication and organizational structure; Organizational communication and startups; Direction of communication; Interpersonal communication; Organizational communication for small group networks; Organizational communication processes; Organizational communication breakdown

Chapter Reading/Background Material:

Leadership and Authenticity

Abstract:
This case flyer and the accompanying article enables a discussion on the long researched concept of leadership and the role of authenticity in creating influential leaders. It provides a platform to debate on whether authenticity is an innate value or can it be developed? In a world, where airbrushed and ersatz leadership styles are no longer welcome, authenticity has emerged as a much sought after quality. Leaders, in general, and business leaders in particular, are expected to put forth their authentic and real self. This, however, is by no means an easy feat to attain. What are the reasons behind the growing popularity of authentic leaders? How does self-awareness help in nurturing authenticity? Imitating or copying a successful leadership style does not qualify as authentic leadership. Is it possible to nurture authenticity as a quality?

Pedagogical Objectives
- To understand authenticity as a leadership trait
- To discuss how authenticity can be practiced and mastered
- To debate on the relationship between the power to influence and authentic leadership

Key Concepts/Keywords
Leadership; Authentic Leadership; Authenticity; Leadership Style; HRM; Organizational Behavior; OB; Authentic Brands; Leadership Trait; Authentic

Chapter Reading/Background Material:
- Rob Goffee and Gareth Jones, “Managing Authenticity”, HBR, December 2005
- To study The Best Global Brands 2013’ by Interbrand and the ‘Top 100 Most Valuable Global Brands 2013’ by Millward Brown
- Nick Morgan, “How to Become an Authentic Speaker”, HBR, November 2008
- Daniel Goleman, “Focused Leaders”, HBR, December 2013
Humble Leaders

Abstract:
This case flyer can be used to highlight the importance of humility in leaders, in the backdrop of an interesting trend of hiring CEOs who exhibit a judicious mix of humility and confidence to lead organizations to success at India Inc. Who is an effective CEO—one with humility and resounding success or the one with humility, but limited or no success? Taking cue from this trend, as outlined in the accompanying article, the case flyer enables an exciting debate on the topic of CEOs vs Leaders. It also throws light on how companies across industries are hiring leaders/CEOs who acknowledge the power of ‘WE’ and focus on team spirit to achieve organizational goals. However, does such a class of people exist, who can be both humble and at the same time competent enough to be the CEO of an organization? In other words, will humility of a CEO be a deterrent in achieving organizational goals?

Pedagogical Objectives
• To discuss the current trend of hiring CEOs for their humility and other soft skills as against traditional approach and debating on humility vs competence
• To debate on the role of a leader in bringing out effectiveness of a team
• To identify the characteristics of an effective leader

Key Concepts/Keywords
Leadership; CEOs vs Leaders; Effective Leader; Humility and leadership; Humble CEOs; Qualities of an Effective Leader; Team Building; Team Spirit

Chapter Reading/Background Material:

India Inc. and Young CEOs

Abstract:
This case flyer and the base article, suited for Organizational Behavior Course’s Leadership module, enable a discussion on the increasing interest and demand for young CEOs, in India Inc. However, the demand for and interest in Young CEOs can be seen in a few industries and hence it’s intriguing why companies from a few industries seem to be getting benefitted from Young CEOs. While there seem to be benefits from young CEOs, there are several challenges that are quite daunting. What are the challenges and how should companies and their boards handle them? How do benefits and challenges weigh in for the companies?

Pedagogical Objectives
• To discuss and debate on the increasing interest and demand for young CEOs in India Inc.
• To examine for which of the industries it makes business and economic sense to consider young CEOs to deliver the business mandates
• To evaluate critically the merits and demerits of letting the young CEOs run the companies

Key Concepts/Keywords
Leadership; Leadership challenges; Leadership style; Leadership patterns; Young leaders; Demographic dividend; Leadership in Family Businesses; CEOs; Young CEOs

Chapter Reading/Background Material:
Workplace Harassment

Abstract:
This case flyer and the accompanying article enables a discussion on the long prevalent issue of workplace harassment, in general, and sexual harassment in particular. It provides a platform to debate on what qualifies as acceptable and unacceptable workplace behavior. What is the relation between individual learning and attitude and workplace harassment? What role should B-Schools play in sensitizing young potential managers towards workplace harassment? This case flyer discusses the role of HR in acclimatizing employees towards the concept of harassment at workplaces. Further, it provides a scope for deliberating on the influence of culture and countries on how individuals view workplace harassment. Finally, it enables a gripping debate on what should companies do when women themselves are the perpetrators of workplace harassment?

Pedagogical Objectives
• To understand the concept of workplace harassment and the role of B-schools in sensitizing potential managers towards harassment at workplace
• To understand the role of HR in sensitizing employees towards workplace harassment
• To debate on the implications of workplace harassment on the employees and the organization

Key Concepts/Keywords
Workplace Harassment; Sexual Harassment; Workplace Bullying; Harassment; HR Practices; Bullying; Perception; Learning; Attitudes; Recruitment; Culture

Chapter Reading/Background Material:

Zappos’ Holacracy: Would It Thrive in Bezocracy?

Abstract:
This case study focusses on the recently-announced (re)organizational structure of the US online shoe retailer Zappos.com (Zappos) that has opted for ‘holacracy’, the culture of having self-managed teams. In association with the consulting firm, HolacracyOne, Zappos intends to supplant its existing organizational structure by embracing a manager-less system (self-organizing teams). Although the intended transition is to be complete by the end of 2014, the announcement itself created a mega-event-like attention. Companies, business press and the academia gave mixed responses. Will Zappos’ proposed model of organizational realignment prove to be an efficient model? Would ‘Holacracy’ thrive under ‘Bezocracy’? With the backdrop of Semco Partners’, Nucor Corp’s and The Morning Star Company’s practices, the case study can be very effective in highlighting the relationship between organizational structure, organizational culture and organizational performance.

Pedagogical Objectives
• To discuss and debate on the efficacy of Zappos’ proposed model of organizational realignment, from hierarchical organization to having self-managed teams
• To contrast the traditional tiered organizational structure with self-managed and title-less organizational structure in the light of Semco’s, Nucor’s and Morning Star’s experiments
• To understand the relationship between organizational structure, organizational culture and organizational performance

Key Concepts/Keywords
Organizational Structure; Organizational Structure and Organizational Culture; Zappos’ Organizational Structure; Holacracy at Zappos; Manager-less System and ‘Managing Without Managers’; Self-managed Teams at Zappos; Nucor’s and Semco’s Organizational Cultures; Jeff Bezos, Tony Hsieh and Zappos

Chapter Reading/Background Material:
• Thomas M. Box and Warren D. Miller, “Nucor Corporation 2008-2009”, Association for Small Business & Entrepreneurship 33rd Annual Conference
• Visit the websites of Semco, Nucor, The Morning Star, Zappos and HolacracyOne to get acquainted with the companies and the concept being discussed
**Better Work@Better Designed Office?**

**Abstract:**
This case study is meant to examine if there is any relationship between an aesthetically designed workplace and employee productivity/employee performance. Would a better workplace design enable a happy workforce to deliver better results? While the ‘Great-places-to-work’ companies and start-ups are known for their unique and invigorating workplace designs, the millennials who are joining the workforce also are having an influence on the workplace designs. Are the workplace designs of LimeRoad.com, Quikr.com and Chumbak, three of India’s new age start-ups, the tip of the new workplace design iceberg? 

**Pedagogical Objectives**
- To understand the importance of an aesthetically crafted workplace design with appropriate research underpinnings
- To discuss and debate on whether there’s any relationship between workplace design and productivity/ performance and examine how, if at all, workplace design can be an enabler of high performance
- To analyze the importance of workplace design in the case of ‘Great-places-to-work’, start-ups, millennial worker’s workplace expectations

**Key Concepts/Keywords**
Workplace design; Office design; Workplace design and organizational performance; Office design and employee productivity; Organizational culture and office design; Millennials; Millennials’ workplace expectations; Office designs of the best companies to work for; The Best Companies to Work For; Wellness at the workplace

**Chapter Reading/Background Material:**
- Visit the websites of some of the office furniture manufacturers such as Steelcase and Haworth and browse through their products to get a feel of the trends in office furniture.

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**Fungineering@Work**

**Abstract:**
This case flyer and the accompanying article enables a discussion on the long debated concept of fun at workplace and how should organizations create a naturally conducive work environment. It provides a platform to debate on many thought provoking questions including whether fun can be induced and managed at a workplace and whether fun and work can be viewed as two sides of the same coin. Unruffled by the turbulence in the global economic market, companies continue to invest in various fun inducing workplace practices. Moreover, with fancy designations like chief cheerfulness Ninja and head of fungineering, etc., donning the corporate corridors, the ‘Fun at Work’ movement has been showing no signs of waning away. Can fun at workplace be induced or imposed? Is forced fun at work and employee productivity related? In the contemporary corporate scenario, companies are encouraged to create a work culture where varied personality types can flourish and work in harmony instead of trying too hard to induce forced fun among its employees. How can organizations create an encouraging work culture where different personality types can thrive and prosper? What is the relationship between fairness at workplace and employee happiness? How can companies ensure a fair treatment across all levels?

**Pedagogical Objectives**
- To understand how great places to work are created
- To deliberate whether fun can be induced or imposed
- To understand how to create a happy workforce

**Key Concepts/Keywords**
Fungineering; Fun at workplace; Forced Fun; Fun at work; FORTUNE; Best Place to Work; Emotional Labour; Fairness at Work; HRM; DB; Employee happiness

**Chapter Reading/Background Material:**
- Ricardo Semler, Maverick: The Success Story Behind the World’s Most Unusual Workplace, Warner Books and Arrow, 1993
## Indian Startups’ Organizational Culture: Founders’ Foundation or Future Orientation?

**Abstract:**
This case study is suitable to teach the concepts of organizational culture in general and startup organizational culture in particular as it focuses on the unique organizational cultures of startups in India, evident from their organizational practices and workplace designs. An organization’s culture is manifested in the form of artifacts – physical structures, rituals and ceremonies, stories and legends and language. Apparently, the organizational culture of the start-ups in India is in sync with the workplace expectations of the millennials. An increasing number of fresh B-school graduates are also developing an affinity for a startup career. However, will the startups be able to sustain their unique organizational cultures over a period of time? Will these cultures help them sail through tough times as well?

**Pedagogical Objectives**
- To understand the concept and connotations of organizational culture and discuss on the efficacy of four types of organizational cultures
- To understand some of Indian startups’ innovative organizational practices and discuss on their role in shaping up organizational culture
- To discuss and debate on how artifacts, physical structures, rituals and ceremonies, language, stories, etc., shape an organizational culture, especially in the context of Indian startups and juxtapose the same in Edgar Schein’s definition

**Key Concepts/Keywords**
- Organizational culture; Corporate culture; Work culture; Startup culture; Founders and organizational culture; Millennials and organizational culture; Positive organizational culture; Artifacts, values and organizational culture; Organizational culture formation

**Chapter Reading/Background Material:**
- Clayton M. Christensen, “What is an Organization’s Culture?”, Harvard Business School, October 12, 2004

## Malala Yousafzai: Change Agent in an Unchanged World?

**Abstract:**
This case study enables discussion on the concept of ‘Social Change Management’ in the backdrop of an engaging and heart-rending experience of the protagonist, Malala Yousafzai, the teen education activist from Pakistan, as she chose to demand the right to education. Malala is being viewed as a social change agent, as she continues to campaign for girls’ education.

Can Malala go on to be a universal change agent like the other popular change agents the world has seen so far? Critics argue if Malala is an accidental change agent or a purposeful change agent. The case study helps analyze Malala as a change agent vis-à-vis 4 Cs – Context, Character, Communication and Calibrated/Calculated Response.

**Pedagogical Objectives**
- To analyze the characteristics of a social change agent and debate on whether Malala – in the light of her emerging as a new voice for ‘Global Girl Education’ – can stand the test of time and be a universal change agent
- To debate her effectiveness as a leader in achieving her vision
- To debate and discuss on the connotations of accidental and purposeful change agents and analyze the suitable approach for sustained success

**Key Concepts/Keywords**
- Malala Yousafzai as a change agent; Change agents; Change agent case study; Leadership and change management; Malala Case Study; Accidental change agents; Purposeful change agents; Women change agents; Girls’ education; Malala from Pakistan; Universal change agents; Visionary leaders; Malala; Malala Yousafzai; Malala from Swat Valley

**Chapter Reading/Background Material:**
Feeling Anxious? Don’t Relax, Get Excited!

Abstract:
This case flyer and the accompanying article enable a discussion on the universally experienced phenomenon of stress and anxiety. It provides a platform to debate on the various factors that lead to nervousness and fretfulness among individuals and how should such demanding situations be handled. It is only natural for human beings to get worked-up when faced with taxing circumstances or tremendous pressure. Interestingly, the age old counsel to tackle such tensed moments has been to make attempts to calm down and to relax. Ironically, this has been one advice that has been easier to preach than practice. Does stress experienced by individuals differ based on the nature of the job? Is there a relationship between employee burnout and performance pressure? Is the stress level experienced by an individual directly proportional to his/her age? The universality of this phenomenon has made it the subject of interest for researchers globally. New age researchers advocate transmuting nervous energy into excitement instead of making futile attempts at calming oneself down. How can excitement lend a performance edge?

Pedagogical Objectives
- To understand the relationship between employee performance and workplace stress
- To deliberate on the various approaches and techniques used to manage anxiety and regulate stress

Key Concepts/Keywords
Anxiety; Stress; Nervousness; Work Related Stress; Managing Stress and Anxiety; Job Responsibilities and Anxiety; Job Performance and Anxiety; Job Responsibilities and Stress; Anxiety & Excitement; Performance Anxiety

Chapter Reading/Background Material:
- The Devil Wears Prada, 20th Century Fox, June 2006