

***Picker Center of Executive Education,  
School of International and Public Affairs (SIPA),  
Columbia University.***

***Executive Masters in Public Administration Program (EMPA),  
Fall Session, 2004  
Thursdays, 6-8 p.m.***

**Subject: Human Resources Management (HRM) for Executive Masters in Public Administration Program (EMPA) U6430**

**OVERALL OBJECTIVE :**

Increase managerial effectiveness through understanding of human behavior in organizations to ensure effective Human Resources Management. This interdivisional concentration prepares students for careers, which involve managing human resources. The curriculum is designed to enable students learn how to understand and manage human resources in organizations to effectively utilize their potential and achieve desired results; and to develop their skills as managers, motivators, negotiators and leaders.

**Specific Objectives:**

- To develop deeper understanding of Individual behavior, Interpersonal and Group Dynamics in order to manage Human Resources better.
- To gain understanding of the impact of socio-psychological processes on individual & group behavior in the organization.
- To understand the impact of structure, design & processes on behavioral dynamics in Organizations.
- To develop a deeper understanding of Group Dynamics in the context of organizational reality with a view to use it as a map for managing and influencing Organization Cultures.
- To obtain experiential insights into processes of Communication & Leadership in the context of Groups and Organization.
- To appreciate processes of Team Development and sustenance of Teams capacity to produce desired results consistently.
- To explore the various factors that influence & contribute to the process of Organizational Change.

**READING ASSIGNMENTS AND CLASS SCHEDULE**

**Week 1:**

- **Introduction to Human Resources Management**
  - Purpose and context of organizations
  - Changing role of Human Resources Management
- **Framework for Human Resources Management**
  - Purpose and context of organizations
  - Changing role of Human Resources Management

Readings:

- ◆ Human Resources Champions: Dave Ulrich
- ◆ Organizational Behavior: Fred Luthans

Recommended Reading:

- Managing Human Resources: George W. Bohlander, Arthur W. Sherman, Scott Snell
- Human Resource Management: Gary Dessler
- Human Resource Management: Robert L. Mathis, John H. Jackson
- Strategic Human Resource Management: Alan Cowling

**Week 2:**

• **Individual & Organizational Learning:**

- Purpose and context
- Barriers & Disabilities
- Process of Learning

Readings:

- ♦ Organizational learning: A theory of action perspective. Chris Argyris & Don Schon Addison-Wesley Publishing Company 1978
- ♦ The Fifth Discipline: Peter A Senge
- ♦ The Fifth Discipline Fieldbook: Peter A Senge, Art Kleiner et al
- ♦ Organizational learning II: Theory, Method, and Practice. Chris Argyris & Don Schon Addison-Wesley Publishing Company 1996

Recommended Reading:

- Human Resource Management: Essential Perspectives by Robert L. Mathis, John H. Jackson
- Knowledge for action: A guide to overcoming barriers to organizational change. Chris Argyris Jossey-Bass Publishers 1993

**Week 3:**

• **The Individual Personality.**

- Personality and behavior.
- Theories of Personality
- Personality - structure / ability and emotion.
- Personality & environment.

Readings:

- ♦ Theories of Personality: Calvin S. Hall & Gardner Lindzey
- ♦ Organizational Behavior: Stephen P. Robbins

Recommended Reading:

- Human Resource Management: Essential Perspectives by Robert L. Mathis, John H. Jackson
- The Fifth Discipline: Peter A Senge
- Leading Minds: Emma Laskin, Howard E. Gardner

**Week 4:**

• **Perception**

- Impact of assumptions & beliefs

- How Mental Models influence perception
- Intrinsic & extrinsic factors
- Interest, attitudes and values.

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Theories of Personality: Calvin S. Hall & Gardner Lindzey
- ♦ Organizational Behavior: Stephen P. Robbins

Recommended Reading:

- Human Resource Management: Essential Perspectives by Robert L. Mathis, John H. Jackson
- The Fifth Discipline: Peter A Senge
- Leading Minds: Emma Laskin, Howard E. Gardner

**Week 5:**

• **Motivation**

- Concept and understanding
- Theories of Motivation
- Hierarchy of Needs: Maslow's theory
- Application to organizations

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Organizational Behavior: Stephen P. Robbins

Recommended Reading:

- Human Resource Management: Essential Perspectives by Robert L. Mathis, John H. Jackson
- The Fifth Discipline: Peter A Senge
- Leading Minds: Emma Laskin, Howard E. Gardner

**Week 6:**

• **Interpersonal Feedback:**

- Exploring role of Self Disclosure & Feedback in Inter-personal effectiveness.
- What constructive feedback can do for an Organization?
- The process of Feedback
- Making Feedback effective: Guidelines for the giver & receiver
- Exercise: Role Play

• **Communication Processes in Organizations:**

- Understanding the Communication process
- What Good communication can do
- Barriers & Pitfalls in Communications
- Structured Experiences & Situations

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Management of Organizational Behavior: Paul Hersey & Kenneth H. Blanchard
- ♦ Human Behavior at work - Organizational Behavior: Keith Davis & John W. Newstrom

Recommended Reading:

- Human Resource Management: Essential Perspectives by Robert L. Mathis, John H. Jackson
- The Fifth Discipline: Peter A Senge
- Leading Minds: Emma Laskin, Howard E. Gardner

**Week 7:**

• **Transactional Analysis:**

- What is TA and what are its Benefits/ Application in Organizations.
- Ego states- PAC
- Types of Transactions & its implications.

Readings:

- ♦ Games People Play: Eric Berne
- ♦ Theories of Personality: Calvin S. Hall & Gardner Lindzey
- ♦ I am OK, You are OK: Thomas Harris

Recommended Reading:

- Staying OK: Thomas Harris
- Leading Minds: Emma Laskin, Howard E. Gardner

**Week 8:**

• **Group Dynamics:**

- Attributes of a Group
- Individual Vs Group
- Within or Intra-Group Dynamics
- Between or Inter-Group Dynamics
- Exercise - Broken Squares

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Organizational Behavior: Stephen P. Robbins

Recommended Reading:

- Organization Development: Wendell L. French & Cecil H. Bell, Jr.
- Behavior in Organizations: Porter, Lawler & Hackman

**Week 9:**

• **Expectation, Behavior and Performance in Teams:**

- Stages in Team Building
- Team Leadership Issues
- Nature of Consensus Building
- Issues and Insights into Teamwork
- Qualities of Super Teams
- Exercise - Tower Building Game

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Organizational Behavior: Stephen P. Robbins
- ♦ Wisdom of Teams: Jon Katzenbach & Douglas Smith

Recommended Reading:

- Organization Development: Wendell L. French & Cecil H. Bell, Jr.
- Behavior in Organizations: Porter, Lawler & Hackman
- Coaching for Performance: John Whitmore
- Corporate Culture and Performance: John P. Kotter, James L. Heskett

**Week 10:**

- **Management of Conflict:**
  - What is Conflict
  - Types of Conflict
  - Conflict Handling Styles
  - Developing Win-Win Attitude
  - Exercise - The Prisoner's Dilemma
- **Management of Stress**
  - Eustress & Distress
  - Factors which create Stress
  - Coping mechanisms

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Organizational Behavior: Stephen P. Robbins

Recommended Reading:

- Organization Development: Wendell L. French & Cecil H. Bell, Jr.
- Behavior in Organizations: Porter, Lawler & Hackman
- Coaching for Performance: John Whitmore

**Week 11:**

- **Leadership:**
  - Person focused or Process focused
  - Leadership Styles and effectiveness.
  - Team Leadership Issues & Roles
  - Leadership and supervision.
  - Situational Leadership
  - Exercise - Leadership Style assessment

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Organizational Behavior: Stephen P. Robbins
- ♦ The Power of Collaborative Leadership : Lessons for the Learning Organization: Bert Frydman, Joanne Wyer, Iva M. Wilson, and Peter Senge

Recommended Reading:

- The Path of Least Resistance: Robert Fritz
- Organizational Culture and Leadership: Edgar H. Schein
- Coaching for Performance: John Whitmore

**Week 12:**

- **Managerial Decision Making and Problem Solving in Organisations:**
  - Kepner - Tregoe Method

- Fish bone analysis & decision tree
- Brainstorming
- Systems Thinking
- Exercise: Desert Survival/ Lost at Sea/ NASA

Readings:

- ♦ Organizational Behavior: Fred Luthans
- ♦ Organizational Behavior: Stephen P. Robbins

Recommended Reading:

- Organization Development: Wendell L. French & Cecil H. Bell, Jr.
- Behavior in Organizations: Porter, Lawler & Hackman
- Built to Last: Jim Collins & Jerry I. Porras

**Week 13:**

• **Management of Change :**

- Organisational structure and human behaviour.
- Management sources - uses and application of power group dynamics.
- Vision & Core Purpose
- Dynamics of Organisational Change.
- Individual motives and group goal.
- Role Concepts and Role Dynamics.

Readings:

- ♦ The Dance of Change: Peter A Senge, Art Kleiner et al
- ♦ The Challenge of Organizational Change- How Companies Experience It and Leaders Guide It: Rosabeth Moss Kanter
- ♦ Leading Change: by John P. Kotter
- ♦ Organizational Behavior: Fred Luthans

Recommended Reading:

- Facilitating Organization Change: Edwin E. Olson
- When Giants learn to Dance: Rosabeth Moss Kanter
- Change Masters: by Rosabeth Moss Kanter

**Parameters for Evaluation:**

• **Class Participation**

- Assignments : 25 % of the grade
- Group Projects & Presentations : 25% of the grade

- Semester end Exam : 50 % of the grade

**Tapan Mishra** is an Assistant Professor in the School of International and Public Affairs, Columbia University. He is the Learning Advisor and Deputy Chief at the United Nations Development Programme (UNDP) Learning Resources Centre. Schooled at St. Columbia's College and at the XLRI in Jamshedpur, Tapan has worked and trained with such consulting firms as Arthur D. Little, PWC, SAP, McKinsey, Hewitt Associates, and the Hay Group of Consultants. Tapan's areas of expertise include the design and delivery of leadership development and change management programs, as well as consulting to both internal and external clients on restructuring business processes and developing leadership skills. Tapan has also held consulting positions with such organizations as the Grow Talent Company, Infosys Technologies, the Bharat Petroleum Corporation, the Tata Management Training Centre, the Indian Society for Individual and Social Development, the National Drilling Company, and the All-India Council for Technical Education, in addition to his teaching experience at the Narsee Monjee Institute of Management Studies in Mumbai. He is an Associate Member of the Indian Society for Individual and Social Development, a professional body of behavioral process workers, and has been invited to participate in their programs as a faculty and resource person. He is also certified by Innovation Associates, a subsidiary of Arthur D. Little, as a trainer and master coach for organizational learning programs and interventions and to train and certify new coaches.