

ORGANIZATIONAL BEHAVIOR

Course code	<i>MNG107</i>
Course title	<i>Organizational Behavior</i>
Type of course	<i>Compulsory</i>
Stage of study	<i>Undergraduate</i>
Department in charge	<i>Undergraduate school</i>
Semester	<i>5th</i>
ECTS	<i>6: 20 hours of theory, 28 hours of practice, 100 hours of self-study, 2 hours of consultations.</i>
Coordinating lecturer	<i>Prof. Isaac Wanasika</i>
Studies form	<i>Full-time</i>
Course prerequisites	-
Language of instruction	<i>English</i>

Course Description

Organizational Behavior is the multidisciplinary field that seeks knowledge of behavior in organizational settings by systematically studying individual, group, and organizational processes. Organizational Behavior has four essential characteristics: (1) the use of the scientific method that informs research; (2) a focus on three levels of analysis; (3) a multidisciplinary perspective that borrows from psychology, sociology, and quality management; and (4) an orientation toward improving organizational effectiveness and the quality of life at work. The dynamic nature of organizations and significant environmental forces have given rise to rapidly developing topics that promise to ensure that OB will continue to be an interesting field of study.

Course Objectives

The module aims to introduce students to the major organizational concepts and be ready to systematically evaluate and solve problems related to organizational behavior.

Course learning outcomes	Study methods	Assessment methods
Knowledge and its application. Demonstrate and apply critical understanding of the contemporary OB knowledge.	Interactive class and group discussions, workshops, debates, video clips' analysis.	Examination.
Research skills. Gain skills how to synthesize theoretical knowledge of OB and undertake a sustained piece of empirical research.	Business case analysis: theoretical framework development, relevant scientific research examination, the solution proposition aiming to design new possibilities of management.	Business case analysis presentation.
Special abilities.	Business cases in groups and class	Cases summaries.



Be able to analyze the organizational capability to perform successfully and provide recommendations for management opportunities.	discussions, debates with guest speakers from leading organizations.	
Social abilities. Adhere to the principles of professional ethics and citizenship participating in discussions on relevant academic issues. Be able to lead the team and be accountable for its performance.	Group presentations, group discussions, and participation in class and group projects, undertaking team leadership responsibilities and accountability for the team performance.	Business cases analysis presentation and active participation in discussions on theoretical and business cases' issues.
Personal abilities. Develop personal and professional abilities, critical thinking, and creativity.	Critical evaluation of the theories and group members' opinion, management of complicated social situations during business case analysis discussions.	Demonstration of professional behavior, creativity and critical thinking during the class and group discussions.

Quality management

The quality of the course is assured by the variety of teaching and learning methods, interim knowledge assessment through mini tests, continuous discussions of individual and group work, other assignment results, as well as by supply of learning materials to students.

Cheating prevention

Individual tasks assigned for homework, which should be presented in a class with the MS PowerPoint technology. During the exam, some assistance is expected from the teaching staff (e.g. PhD students).

Course Content

An instructor reserves the right to adjust the schedule according to the class progress. If any changes should occur, students will be notified in class.

Week	Topics	Lectures	Seminars	Readings
1	1. The Field of Organizational Behavior. The Changing Environment of Organizations, Technology and Knowledge	2	2	Ch. 1, 2
2	2. Individual Differences: Personality and Abilities	2	2	Ch. 3
3	3. Individual Values, Perceptions, and Reactions	2	2	Ch.4
4	4. Motivation	2	2	Ch.5,6

5	5. Groups and Teams	2	2	Ch.7
6	Midterm Exam Homework discussion	2	2	
7	7. Decision making in Organizations	2	2	Ch. 8
8	8. Leadership	2	2	Ch.11,12
9	9. Power, Influence, and Politics	2	2	Ch.13
10	10. Managing Organization Change	2	2	Ch. 16
11	Case studies		4	
12	Case studies		4	
	Total hours	20	28	

Course Evaluation

Type of Assignment	Total hrs.	Contribution towards final course grade, %
Midterm exam (lectures 1-6)	30	25
Final exam (lectures 7-10)	30	35
Group Case Analysis and presentation	19	20
Individual Case Analysis Paper	19	20
Total:	102	100



Assignments

1. Individual Leadership Project (20%)

- a. Select a movie from the given list (or ask prior permission to use a movie not on the list)
- b. Select one or more characters in the movie in leadership roles
- c. Prepare a two-page paper summarizing the plot of the movie, description of the main leader(s) in the movie, leadership characteristics and traits
- d. Leadership concepts/theories demonstrated
- e. Illustrate how the movie shows those specific leadership theories
- f. Prepare to make an oral presentation (20 Minutes) due from April 1.

2. Group Case Analysis and Presentation (20%)

Students will work in groups of 4 or more to prepare an assigned case analysis. Each team should prepare up to 20 minute Power Point presentation of the assigned case.

Purpose. The purpose of this project is to demonstrate your understanding of a topic in organizational behavior and ability to collaborate with others as part of the learning activity for the course. You will work in a team to conduct research and analyze a real organization. The preferred organization is public, but can be private, or non-profit. The purpose of the project is to give your team an opportunity to apply what has been learned in the course as well, as your own independent research, to problems in an organization of your team's choice. The first action is to identify five members to join the group (through self-selection).

The project involves the following steps:

- a) What are the issues or problems facing the organization? Identify an issue or problem of concern in a real organization that is related to organizational behavior. You can identify a problem from current business news, or an issue you are aware of due to your familiarity with an organization (cite your sources).
- b) What course theoretical concepts can be applied to understand why this problem is occurring? Please see a list of relevant OB topics in the appendix at the end of this document. The problem that you have identified in an organization should be specific, clearly defined, manageable to solve and relevant for this class. In case of doubt, ask me.
- c) How can OB concepts be applied and extended to solve the problem? You will need additional information from the news media, organization's literature, and other secondary sources.
- d) What OB-related recommendations can you offer to help improve organizational effectiveness?
- e) Implementation. What are the potential barriers and obstacles to following your recommendations? What are the risks and unintended consequences of your recommendations?

Your final report should be about seven pages double-spaced in 12-point Times New Roman font with 1" margins around.

Suggested organization

1. Title/cover page including team members' names and a statement showing each member contributed equally to the project.
2. Executive summary of recommendations
3. **Body of paper including five steps highlighted above.**



4. References
5. Appendices.

If in doubt, ask me. My job is to work with you and create excellent work!

The written project is due April 16. In addition to the written project, your team will be required to make a short 10-20-minute presentation to the rest of the class on predetermined dates.

The case analysis should include 6 main parts:

- 1) **Situation analysis.** It helps to list the facts chronologically or in some systematic way. By listing the facts, you get a sense of the whole case.
 - 2) **Problem identification.** What is the problem(s), try to analyze why they exist? This may lead to an even more critical (or basic) problem. Decide on the main problem.
 - 3) **Theoretical survey relevant to the situation.** Provide possible theoretical framework which will lead to an appropriate solution. Present appropriate scientific articles you read, experiences of the companies related to the analyzed situation.
 - 4) **Evaluation of the alternatives.** Provide 2-3 alternative recommendations based on the theoretical survey. For each alternative, list possible and negative consequences. By evaluating costs and benefits, you can possibly modify a potential solution to overcome the negative consequences. It is helpful to look for several consequences. You can employ 4-6 assessment criteria (time, money, human resources, technology and material resources, etc.).
 - 5) **Suggested solution.** Make a decision and provide rationale for it. Making a decision is an important part of the analysis. Tell what your decision is, the possible consequences, and why you selected the decision.
 - 6) **Conclusion.** What are your “lessons learned” from the case? What did you learn by analyzing the case? What theoretical concepts were supported or refuted, and why? Are there any new concepts that are suggested by your analysis?
3. **Midterm Exam** will cover 1- 6 lectures material and represent **25%** of the final grade. It will consist of multiple-choice questions and mini cases analysis.
 4. **Exam.** The final examination counts **35%** of the final grade and will cover 7 -10 lectures material. The exam is based on the required readings. The exam will cover all theoretical issues presented in the syllabus and discussed in the workshops, and case analyses discussed in the classes.
 5. **Re-take of the Exam.** Students who receive a failing final grade shall have the right to re-take the exam during the re-sit week, which will comprise **60%** of the final grade. Case analysis part of your grade cannot be retaken.

Required Textbook

Griffin, R., Phillips, J. & Gully, S. (2019). Organizational Behavior: Managing People and Organizations. Cengage, 12e.

Supplementary Readings

1. Burton, R. M., Obel, B., Hakonsson, D.D. (2015) Organizational Design. A step-by-step approach. Cambridge University Press
2. Greenberg, J. and Baron, R.A. (2008). Behavior in Organizations. Prentice Hall International
3. Mullins, L. J. (2006) Essential of Organizational Behaviour. Prentice Hall.



4. Fincham, R., Rhodes, P. (2005) Principles of Organizational Behaviour. Oxford University Press.
5. Buchanan, D. A., Huczynski, A., J. (2010) Organizational Behaviour. Pearson Education
6. Gerard H. Seijts (2006). Cases in Organizational Behavior: SAGE Publications
7. John E. Dittrich, Robert A. Zawacki (1985). Cases in Management and Behavior: People and Organizations. Business Publications, Inc.