

ORGANIZATIONAL BEHAVIOR

Course code	<i>MNG107</i>
Course title	<i>Organizational Behavior</i>
Type of course	<i>Main</i>
Year of study	<i>2nd</i>
Semester	<i>Spring</i>
ECTS	<i>6 credits: 48 hrs. class work hours, 112 individual work hours, 2 hours consultation</i>
Coordinating lecturer	<i>Prof. dr. Vida Skudiene, e-mail: vidsku@ism.lt</i>
Study form	<i>Full-time classes</i>
Course prerequisites	<i>Principles of Economics, Business and Management</i>
Language of instruction	<i>English</i>

Course description

During this course students will address the key themes of the subject material as well as ethical dilemmas in organizations via theoretical study discussions in seminars. Organizational behavior module will be analyzed and discussed in two levels: individual, group, and organization. At individual level the elements of personality, social perception, learning, motivation and attitudes, theories and their application possibilities in the management of our own and other people's working behavior will be analyzed. At group and organizational levels the processes occurring in workgroup that influence the relationships of group members and their work results, the principles of building effective teams, personal and organizational means of improving group performance will be discussed.

Course aim

The module aims to: 1) equip students with an awareness of the dynamics of organizational life with regard to: the environmental framework of the organization; approaches to organizational study; and organizational behavior; 2) introduce theoretical perspectives which analyze the major influences on human behavior at work; 3) participate effectively in the group/organizational decision making process; 4) evaluate and select appropriate decision making tools (behavioral and scientific) to solve management problems; 5) apply the concepts of alternative approaches to decision making under uncertainty; 6) use appropriate formal analytical skills in the management decision making process related to organizational environment.

Teaching and learning methods

The overall teaching integrates both constructive and instructive methods to support a playful and informative learning environment. To build motivation and clear understanding, this unit avoids the use of didactic approaches such as lecture by replacing such with dynamic workshops to stimulate learning. This unit follows the social constructivist education philosophy that aims to encourage students to co-construct knowledge and to learn by doing via self-direct and inquiry-based activities and assignments.

Learning outcomes

Course learning outcomes (CLO) At the end of the course the students will be able:	Study methods	Assessment methods
CLO1. Knowledge and its application. Describe the main organizational behavior theories and apply them to the practical issues.	Interactive discussions, seminars, case analysis, independent studies.	Midterm, case analysis presentation, examination.
CLO2. Analysis. Analyze a company as an integral unit, which strives for certain goals in a market and social environment.	Seminars, interactive discussions, case analysis, independent studies.	Midterm, case analysis presentation, examination.
CLO3. Research skills. Conduct the analysis of a company internal and external situation by employing data analysis frameworks: SWOT, PESTEL.	Seminars, discussions, case analysis, independent studies.	Midterm, case analysis presentation, examination.



CLO4. Special abilities. Apply a systematic, critical and constructive thinking in problem identification and solving.	Seminars, discussions, case analysis, independent studies.	Midterm, case analysis presentation, examination.
CLO5. Social abilities. Communicate and work effectively in an intercultural and interdisciplinary group.	Seminar, discussions, case analysis preparation in work groups and presentation.	Case analysis presentation.
CLO6. Personal abilities. Demonstrate independent learning skills necessary to continue studies on a higher level.	Seminar, case analysis, independent studies.	Midterm, case presentation, examination.

Quality assurance

Interactive teaching methods, interim knowledge assessment and self-evaluation, case study, seminars, and whole class discussions, individual and group work assignment will be employed to enhance the quality of studies.

Cheating prevention

The assessment methods are developed to minimize cheating opportunities. Students will be assessed via self-directed individual and group assignments. The assessments take place in the classroom with students via presentation. This method will allow students to learn from each other and discourage cheating as the whole class will be witnessing the outcome derived from each presentation. Any repetition of outcomes can be easily identified.

Course content:

Date	Topic		
		Theory	Practice/ Readings
	Feb 18/ Feb 20		
12:30 – 14:00	<i>Introduction.</i> Course requirements. Analytical discourse.		2
14:10 – 15:40	<i>Team formation.</i> Group activity: mind-mapping technique.		2
15:50 – 17:20	<i>1. Discussion.</i> The field of organizational behavior. Perception and learning: understanding and adapting to the work environment. Individual differences. Personality test.	2	Chapters 1, 3, 4
	Feb 25 (Group 1 & Group 2)		
12:30 – 14:00	Case analysis workshop. Group 1.		2
14:10 – 15:40	Case analysis workshop. Group 2.		2
15:50 – 17:20	Case analysis workshop. Groups 1 & 2.		2
	March 3/ March 5		
12:30 – 14:00	<i>2. Discussion.</i> Work-related attitudes: prejudice, job satisfaction, & organizational commitment.	2	Chapter 6
14:10 – 15:40	<i>Seminar.</i> Case analysis. Case 1.	2	
15:50 – 17:20	<i>Seminar.</i> Case analysis. Case 2.	2	
	March 10/ March 12		
12:30 – 14:00	<i>3. Discussion.</i> Motivation in Organizations.	2	Chapter 7
14:10 – 15:40	<i>Seminar.</i> Case analysis. Case 3/Case 3.		2
15:50 – 17:20	<i>Seminar.</i> Case analysis. Case 4/Case 4.		2
	March 24/March 26		
12:30 – 14:00	<i>4. Discussion.</i> Group dynamics and teams	2	Chapter 8
14:10 – 15:40	<i>Seminar.</i> Case analysis. Case 5/Case 5.		2
15:50 – 17:20	<i>Seminar.</i> Case analysis. Case 6/ Case 6.		2

Date	Topic		
		Theory	Practice/ Readings
	April 2		
12:30 – 14:00	MIDTERM (Group 1 & Group 2)		2
14:10 – 15:40	Case analysis workshop. Group 1.		2
15:50 – 17:20	Case analysis workshop. Group 2.		2
	April 7/ April 9		
12:30 – 14:00	Midterm feedback. Exam preparation session.	2	Chapter 10
14:10 – 15:40	5. <i>Discussion</i> . Decision making in organizations	2	
15:50 – 17:20	Seminar. Case analysis. Case 7.		2
	April 14 / April 16		
12:30 – 14:00	6. <i>Discussion</i> . Leadership in organizations.	2	Chapter 13
14:10 – 15:40	Seminar. Case analysis. Case 8.		2
15:50 – 17:20	Seminar. Case analysis. Case 9.		2
	April 21/23		
12:30 – 14:00	7. <i>Discussion</i> . Organizational culture, creativity, & innovation.	2	Chapter 14
14:10 – 15:40	Seminar. Case analysis. Case 10.		2
15:50 – 17:20	Exam preparation session.		2
Total		16	32

Self-study and assessment

Assignment	Number of self-study hours	Percentage of the total grade, %
Case 1 analysis presentation	15	15
Case 2 analysis presentation	15	15
Midterm exam (Discussions 1-5, cases 1- 6)	30	20
Final exam (Discussions 5-7, cases 7-11)	40	30
Participation in class and seminars' discussions	-	10
Participation in case analysis workshops	12	10
Total	112	100

Course assignments

- **Case analysis presentation.** In case study analysis you seek to explain “why” certain behaviors happened, using appropriate theory, and supplement it with your common sense. The case study analysis counts **30%** of the final grade. **Students work in groups to prepare the assigned 2 cases' presentations (15% each).** The students will take either presenters' or experts' roles: one case analysis they will act as presenters, another case analysis – as experts. Two groups will analyze the same case from different perspectives: presenters and experts. Both teams (presenters and experts) have to prepare two Power Point Presentations. The students should prepare minimum 15min. presentation of the assigned cases. After the presentation of the presenting team, the experts will have to cross-examine (at least 5 questions) the presenting group and then present their case analysis of the same case. After the teams presentation the whole class discussion is welcome. **The case analysis' presentation content:**

1. Situation analysis

- a. *Brief company background*: some facts of its history, size, founders, mission and vision, overall business strategy, the position in the market, offering in the market, and how the company create and capture value for the employees. **Only for the presenters team!**
- b. *OB challenges in the company*: What are the main OB challenges this company is facing regarding its human resource management (employee turnover, dissatisfaction, organizational culture issues, leadership, etc.)?
- c. *Strengths and Weaknesses analysis* from OB perspective as a conclusion of this analysis.

2. Problem identification

MIND MAP of the main problem to be analyzed based on the theoretical framework.

3. Evaluation of the alternatives and solution

- a. *Two alternative recommendations based on the theoretical survey*. For each alternative list positive and negative consequences. By evaluating costs and benefits, you can possibly modify a potential solution to overcome the negative consequences.
- b. *Suggested solution and its rationale*. Making a decision is an important part of the analysis. Tell what your decision is, the possible consequences, and why you selected the decision. In this part you provide the concrete suggestions how to solve the challenges that the company is facing regarding that particular issue (culture, motivation, etc.). Tell the possible consequences of the solution, and why you selected the decision.

4. Conclusion. What are your "lessons learned" from the case?

Presentations' submission. The case analysis presentations should be **uploaded on e-learning platform no later than 1 day (23:59)** before the assigned date of the presentation. **Presentations presented later than the appointed time are worth automatically 50% less.**

Case analysis will be evaluated as a team performance. The final evaluations of the presentations will be announced on my.ism.it platform.

Presentation evaluation criteria:

Preseters

Situation analysis – Value created by the company to employees, Challenges, Strengths and Weaknesses
Mind Map – problem reflect a Weakness and based on a theoretical framework
Alternatives based on the chosen theoretical framework and properly evaluated
Solution based on the same theoretical framework and provided the plan of implementation
Answering the questions based on references
Preparation apparent - all members involved in discussion

Experts

Situation analysis – Value created by the company to employees, Challenges, Strengths and Weaknesses
Mind Map – reflect a Weakness and based on a theoretical framework
Alternatives based on the chosen theoretical framework and properly evaluated
Solution based on the same theoretical framework and provided the plan of implementation
Well-developed cross-examination (focus on the main issue under discussion)
Preparation apparent - all members involved in discussion

- **Case analysis workshop.** The workshops count 10% of the final grade. The teams participate according to the agreed upon schedule to discuss the appointed case analysis. Each team must participate in two workshops. **Only the team members who participate in two workshops will be eligible to 10% of the final grade.**
- **Midterm.** The midterm counts 20% of the final grade. It is based the required readings *Discussions 1-4*. The midterm will cover all theoretical issues presented in the syllabus and discussed in the workshops, and case analyses discussed in the classes on the topics: *The field of organizational behavior, Basic human processes, Work-related attitudes, Motivation in Organizations, Group and team dynamics*, and related theoretical issues discussed in the workshops. *Cases 1- 6*.

- **Exam.** The final examination counts 30% of the final grade. The exam is based on the required readings: Discussions 5-7. The exam will cover topics *Decision making in organizations; Leadership in organizations; Organizational culture, creativity, & innovation* and related theoretical issues discussed in the workshops. Cases 7 - 12.
- **Participation in class discussions and seminars.** The 10% may be gained for student active participation in class and seminars' discussions. The attendance in **not less than 10 seminars and 6 lectures is mandatory to receive the 10% credit. The active participation is evaluated by students' involvement into the discussions during the lectures and seminars.**
- **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 **50 per cent** of the final grade. Case analysis and workshops cannot be retaken at a later time, unless a student has been granted a special permission from the study department.

Main textbook: Greenberg, J. and Baron, R.A. (2008). *Behavior in Organizations*. Pearson Education International.

The cases and additional reading will be provided on e-learning platform.