

Macao Polytechnic Institute

School of Business

Bachelor of Management

Module Outline

Academic Year 2021 / 2022 Semester 1

Learning Module	Organizational Behavior	Class Code	MGMT2120-311		
Pre-requisite(s)	Nil				
Medium of Instruction	Chinese			Credit	3
Lecture Hours	45 hrs	Lab/Practice Hours	0 hrs	Total Hours	45 hrs
Instructor	Amy Yu		E-mail	amyYu@ipm.edu.mo	
Office	Meng Tak Building, room M528		Telephone	85993299	

Description

This course is designed to provide students with an understanding of essential theories and insights into how the discipline of organizational behavior can be used to achieve more efficient and higher-performing workplaces. It covers the dynamics of people and organization models of organizational behavior, motivation and reward systems, individual and interpersonal behavior, managing change and organizational behavior across cultures.

Learning Outcomes

After completing the course, students will be able to:

1. Resolve issues and problems generally encountered in the field of Organizational Behavior.
2. Assess individual level impact on organizational behavior.
3. Appraise social and group level impact on organizational behavior.
4. Evaluate leadership and influence on organizational behavior.
5. Examine organizational system level impact on organizational behavior.

Alignment of Program and Course Intended Learning Outcomes

Management Program PILOs	CIL O1	CIL O2	CILO 3	CILO 4	CILO 5
1. Integrate contemporary Management theories and business disciplines relevant to general business practices.	✓	✓	✓	✓	✓
2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	✓	✓	✓	✓	✓
3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.					
4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.				✓	
5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.					
6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.					
7. Interpret and utilize Management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process.					

Course Content*

Description	Duration
<p>Chapter 1: An Overview of Organizational Behavior</p> <ol style="list-style-type: none"> 1. Define organizational behavior and describe how it impacts both personal and organizational success. 2. Describe the strategic context and contextual perspectives of organizational behavior and discuss the relationships between strategy and organizational behavior. 	3 hrs
<p>Chapter 3: Individual Characteristics</p> <ol style="list-style-type: none"> 1. Explain the nature of individual differences, the concept of fit, and the role of realistic job previews. 2. Define personality and describe general personality frameworks and attributes that affect behavior in organizations. 3. Identify important personality traits, kinds of intelligence, learning styles that influence how people process information that affect behavior in organizations. 	4 hrs
<p>Chapter 4: Individual Values, Perceptions, and Reactions</p> <ol style="list-style-type: none"> 1. Discuss how attitudes are formed, describe the meaning of cognitive dissonance, and identify three important work-related attitudes. 2. Describe the role and importance of values and emotions in organizational behavior. 3. Describe basic perceptual processes and how perception affects fairness, justice, and trust in organizations. 	4 hrs
<p>Chapter 6: Motivating Behavior with Work & Rewards</p> <ol style="list-style-type: none"> 1. Identify different approaches to job design and relate each to motivation. 2. Discuss employee participation, empowerment, and flexible work arrangements and explore how they can impact motivation. 3. Discuss performance management and its role in motivation. 4. Describe how organizations use various kinds of rewards to motivate employees. 	3 hrs
<p>Chapter 7: Groups and Teams</p> <ol style="list-style-type: none"> 1. Define groups and teams and describe several types of each. 2. Identify the five core group performance factors and relate them to groups and teams in organizations. 3. Discuss the stages of group and team development, team performance factors, and implementation process in creating new teams. 4. Identify primary benefits and costs of teams, how managers can promote effective team performance, and team competencies. 	4 hrs
<p>Midterm Examination</p>	3 hrs
<p>Chapter 10: Managing Conflict and Negotiating</p> <ol style="list-style-type: none"> 1. Describe the nature of conflict, the conflict escalation process, and describe how conflict can be de-escalated. 2. Discuss the five interpersonal conflict management strategies. 3. Describe conflict resolution behaviors and discuss how to create constructive conflict. 4. Describe the differences between distributive and integrative negotiation and identify the three types of alternative dispute resolution. 	4 hrs

Chapter 12: Contemporary Views of Leadership 1. Describe contemporary situational theories of leadership. 2. Discuss leadership through the eyes of followers. 3. Describe alternatives to leadership. 4. Describe the changing nature of leadership and emerging leadership issues.	3 hrs
Chapter 13: Power, Influence, and Politics 1. Describe different kinds of position and personal power. 2. Discuss how individuals and groups obtain and use power. 3. Discuss influence and which influence tactics are the most and least effective. 4. Describe factors that influence political behavior in organizations and the role of impression management in power and influence.	4 hrs
Chapter 15: Organizational Culture 1. Describe the meaning, importance, and origins of organizational culture. 2. Discuss cultures of conflict and cultures of inclusion. 3. Discuss how technology and innovation affect organizational culture. 4. Describe how effective organizations manage their culture.	4 hrs
Chapter 16: Organization Change and Change Management 1. Summarize the dominant forces for change in organizations and describe the process of planned organization change. 2. Explain resistance to change. 3. Identify the keys to managing successful organization change and development and describe organizational learning.	3 hrs
Review	3 hrs
Final Examination	3 hrs
Total Contact Hours:	45 hours

Teaching & Learning Activities (TLAs)

This course is primarily delivered through lectures. In class Q&As, discussions, case studies, assignments, a mid-term examination plus a final examination would be used to assess students' understanding of the course materials, and to monitor students' progress.

CILO	TLAs are to assist students' understanding and learning of the topics covered and the practical application of the concepts of Organizational Behavior
CILOs 1-5	TLA: Lectures In-depth coverage of terms, concepts and theories presented with slides and other additional materials if necessary.
CILOs 1-5	TLA: In-class Q & A's and Discussions Q & A's and Discussions are to help enhance students' understanding of all OB issues.
CILOs 1-5	TLA3: Assignments/Case Studies/Examinations Assignments, quizzes and mid-term examination are part of continuous assessment. No late submission of assignments will be accepted.

Attendance

Attendance during the course must meet the attendance requirements as stated in the ‘Academic and Disciplinary Rules and Regulations’. Students who have less than the required attendance for the enrolled subject are not eligible to attend the final and re-sit examinations and will be given an “F” as their final grade.

Assessment

Students’ understanding of course material and their performance is assessed on the basis of class assignments, case studies/project, midterm examination, and final examination. The assignments are to evaluate students’ understanding of the business concepts in the context of organizational behavior. The project is used to strengthen students’ knowledge about issues and problems generally encountered in the field of organizational behavior in a business enterprise. The midterm and final examinations aim to evaluate students’ comprehensive understanding of significant theories and key concepts within the framework of organizational behavior.

This learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 being the passing score.

	Item	Percentage
1.	Individual Assignments	15%
2.	Case Studies/Project	15%
3.	Midterm Exam	30%
4	Final Exam	40%
5	Total	100%

Plagiarism Policy

When a student submits an assignment, he/she has a duty to ensure that his/her assignment has been checked by Turnitin software, and the similarity score given by Turnitin software cannot be higher than 30%. However, a special case can be determined by the instructor.

Teaching Materials

Required Textbook

Griffin, R.W., Phillips, J.M. & Gully, S.M. (2020). Organizational Behavior: Managing People and Organizations (13th Ed.)(with Mindtap access card). Boston USA: Cengage Learning.

Reference book

Robbins, S.P. & Judge, T.A. (2018). Essentials of Organizational Behavior (14th Ed.), Prentice Hall.

Other Resources

Journal of Management

Academy of Management Journal

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Instructor	Jennifer Gao		E-mail	jennifergao@ipm.edu.mo	
Office	Mengk Tak Building, room M521	Telephone	85993344		

Description

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Alignment of Program and Course Intended Learning Outcomes

PILOs	CILOs				
	1	2	3	4	5
1. Explain the core concepts, values and Skills <ul style="list-style-type: none"> Students are able to apply the marketing principles, concepts, theories in analyzing the changing business environment. 					
2. Apply appropriate Tools and technologies <ul style="list-style-type: none"> Students are able to demonstrate using related tools, technology and skills to generate proposals and solutions. 					
3. Proceed Lifelong learning <ul style="list-style-type: none"> Students are able to apply self and independent learning to leverage learned knowledge in practical life. 	✓	✓	✓	✓	✓
4. Adopt Leadership approaches <ul style="list-style-type: none"> Students are able to develop collaborative groups, synergy teams in achieving objectives and shared goals. 	✓	✓	✓	✓	✓
5. Demonstrate and practice Legal and Ethical Values <ul style="list-style-type: none"> Students are able to identify professional ethics from broad business practices. 	✓				
6. Effective Communication Skills <ul style="list-style-type: none"> Students are able to communicate and present ideas effectively. 					
7. Critical Thinking <ul style="list-style-type: none"> Students are able to apply self-understanding and analysis of critical perspectives to issues in broad conditions for problem solving. 	✓	✓	✓	✓	✓
8. Intercultural Competence <ul style="list-style-type: none"> Students are competent to associate in a diversified social and global community. 	✓	✓	✓	✓	✓

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