

Name of Course / Module	Organizational Behaviour				
Course Code	MBA - P 701				
ECTS	6				
Name of Academic Staff					
Rationale for the inclusion of the course/module in the programme	Organizational behaviour is a study on individuals and group behaviours in organizations. It is a body of knowledge that has special implications for the effective management of people. Learning about organizational behaviour will help develop the students' "vision" about people at work and ensure their capacity to exercise "visionary leadership" when serving in any managerial role. The course begins with a managerially oriented introduction, proceeds through the basic building blocks of organizational behaviour (individuals, groups, organizations), and concludes with managerial issues. Actual cases will be used throughout the course in order to incorporate theory with real situations. As a manager, the need to acquire the skills of proper human resources management is a critical prerequisite to future managers.				
Year / Semester Offered	Year 1 Semester 1				
Total Student Learning Time (SLT)	Face to Face			Student Self-Learning	Total Guided and Independent Learning
	Lecture = 42 hours	Tutorial	Practical	Others = 78 hours	120
Pre-requisites (if any)	-				
Objectives	<p>This course is designed to introduce students to the field of organizational behavior with focus on allowing students to obtain knowledge and attitude necessary for effective participation in as a member of team in an organization.</p> <p>Through a variety of discussions and exercises, case study and research project students will acquire the necessary knowledge and practice to be an effective team member in an organization.</p>				
Learning outcomes	<p>At the end of the course the student will have the ability to:</p> <ul style="list-style-type: none"> • Understand the foundations of human behaviour • Understand concepts of motivation and job design to improve and enhance individual performance • Understand how to improve the performance of work teams • Analyse concepts of effective leadership and their application • Develop effective Human Relations policies for effective performance • Implement effective change methods for the organization 				

Transferable Skills: Skills and how they are developed and assessed, Project and practical experience and Internship	Information Technology and Information Skills	Employability	Study Skills	Problem Solving	Communication	Working with Others
	Can monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills	Can assess the effectiveness of the skills development and identify further ways of developing skills required by employers	Is autonomous in study and the use of resources for learning. Makes professional use of others in support of self-directed learning.	Is confident and autonomous in problem solving. Can isolate, clarify, assess and manage resolution of most relevant problems.	Can engage confidently in academic and professional communication with others within her/his field.	Can clarify a group task and lead, work with or work within a group towards defined outcomes, making appropriate use of the capacities of the group members. Is able to negotiate and handle conflict with confidence
Teaching-learning and assessment strategy	Traditional teaching methods are mostly fit for courses like this, which require a high degree of theoretical knowledge although student participation through questions, opinions and constructive discussions is extremely valuable for an in-depth understanding of the course material. Written projects, in-class presentations and a wide range of exercises, are adopted as one of the best ways to acquire a better knowledge and understanding of the course material.					
Synopsis	<p>Organizational studies encompasses the study of organizations from multiple viewpoints, methods, and levels of analysis. These multiple viewpoints can be divided into three perspectives: modern, symbolic, and postmodern. Another traditional distinction, present especially in American academia, is between the study of "micro" organizational behavior -- which refers to individual and group dynamics in an organizational setting -- and "macro" organizational theory which studies whole organizations, how they adapt, and the strategies and structures that guide them.</p> <p>Whenever people interact in organizations, many factors come into play. Modern organizational studies attempt to understand and model these factors. Like all modernist social sciences, organizational studies seek to control, predict, and explain. There is some controversy over the ethics of controlling workers' behaviour. As such, organizational behaviour or OB has at times been accused of being the scientific tool of the powerful. Those accusations notwithstanding, OB can play a major role in organizational development and success.</p>					
Mode of Delivery	Lectures					
Assessment Methods and	Research Assignment : 50%					

Types	Case Analysis Exam : 50%		
Mapping of the course/module to the Programme Aims	Key Skill	Developed and Assessed in Modules	Location and Description of Key Skill Assessment Opportunity (Formative and Summative)
	Information Technology and Information Skills	All taught modules MBA Themes	Both MBA themes culminate in the production and delivery of a group presentation. Student IT and information skills will be developed and assessed via theme-based activities.
	Employability	All taught modules MBA Themes	Throughout the taught programme there is a constant emphasis upon acquiring and developing skills for employment
	Study Skills	All taught modules MBA Themes Project	Acquired and developed during the management of knowledge programme and research techniques module. Prerequisite to a taught modules The MBA themes also promote problem solving.
	Problem Solving	All taught modules MBA Themes	All modules involve problem solving in business All modules include case studies/workshops to develop problem solving skills (isolate, clarify, assess and manage resolution of business problems) The MBA themes also promote problem solving.
	Communication	All taught modules MBA Themes	Discussions with class/group members using case studies and current business issues are part of taught element of each module Each taught module requires the production of an assessed report worth up to 50% of module mark. Its assessment includes effectiveness of written communication. During the taught programme students will deliver several verbal presentations – at least two of which will be assessed. Each theme concludes with student groups delivering a verbal presentation to panel of assessors.

	Working with Others	All taught modules MBA Themes	Group work is part of the taught element of each module. A constant in theme delivery is student group work. Students are expected to work in groups throughout the taught stage and especially during the theme residential event.			
Mapping of the course/module to the Programme Learning Outcomes	Information Technology and Information Skills	Employability	Study Skills	Problem Solving	Communication	Working with Others
	Can monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills	Can assess the effectiveness of the skills development and identify further ways of developing skills required by employers	Is autonomous in study and the use of resources for learning. Makes professional use of others in support of self-directed learning.	Is confident and autonomous in problem solving. Can isolate, clarify, assess and manage resolution of most relevant problems.	Can engage confidently in academic and professional communication with others within her/his field.	Can clarify a group task and lead, work with or work within a group towards defined outcomes, making appropriate use of the capacities of the group members. Is able to negotiate and handle conflict with confidence
Content outline of the course/module and the SLT per topic						
Week	Topic			Lectures		
1	Introduction to OB <ul style="list-style-type: none"> • What Managers Do • Enter Organizational Behaviour • Contributing Disciplines to the Organizational Behaviour Field • There are Few Absolutes in Organizational Behaviour • Challenges and Opportunities for Organizational Behaviour Foundations of Individual Behavior <ul style="list-style-type: none"> • Biographical Characteristics • Ability • Learning 			3		

2	<p>Values, Attitudes, and Job Satisfaction</p> <ul style="list-style-type: none"> • Values • Attitudes • Job Satisfaction 	3
3	<p>Personality and emotions</p> <ul style="list-style-type: none"> • Personality • Emotions <p>Managing emotion; Challenges in negotiating</p> <ul style="list-style-type: none"> • What is Perception? And Why is it Important? • Factors influencing Perception • Person Perception: Making Judgements about others • The Link between Perception and Individual Decision Making • How Should Decisions Be Made • How Are Decisions Actually Made in Organizations? • What About Ethics in Decision Making? 	3
4	<p>Perception and Individual Decision Making</p> <ul style="list-style-type: none"> • What is Perception? And why is it Important? • Factors influencing Perception • Person Perception: Making Judgements about others • The Link between Perception and Individual Decision Making • How Should Decisions Be Made • How Are Decisions Actually Made in Organizations? • What About Ethics in Decision Making? 	3
5	<p>Basic Motivation Concepts</p> <ul style="list-style-type: none"> • Defining Motivation • Early Theories of Motivation • Contemporary Theories of Motivation <p>Motivation: From Concepts to Applications</p> <ul style="list-style-type: none"> • Management by Objectives • Employee Recognition Programs • Employee Involvement Programs • Variable Pay Programs • Skill-Based Pay Plans • Flexible Benefits • Special Issues in Motivation 	3
6	<p>Foundations of Group Behavior</p> <ul style="list-style-type: none"> • Defining and Classifying Groups • Stages of Group Development • Explaining Work-Group Behaviour • External Conditions Imposed on the Group • Group Member Resources • Group Structure • Group Processes • Group Tasks • Group Decision Making 	3

7	<p>Understanding Work Teams</p> <ul style="list-style-type: none"> • Why Have Teams Become So Popular? • Teams Versus Groups: What's the Difference? • Types of Teams • Teams Aren't Always the Answer • Creating Effective Teams • Turning Individuals Into Team Players • Contemporary Issues in Managing Teams 	3
8	<p>Communications</p> <ul style="list-style-type: none"> • Functions of Communication • The Communication Process • Direction of Communication • Interpersonal Communication • Organizational Communication • Choice of Communication Channel • Barriers to Effective Communication • Current Issues in Communication 	3
9	<p>Basic Approaches to Leadership</p> <ul style="list-style-type: none"> • What is leadership? • Trait Theories • Behavioural Theories • Contingency Theories <p>Contemporary Issues in Leadership</p> <ul style="list-style-type: none"> • Trust: The Foundation of Leadership • Leaders As Shapers of Meaning • Emotional Intelligence and Leadership Effectiveness • Contemporary Leadership Roles • Moral Leadership • Online Leadership • Challenges to the Leadership Construct • Finding and Creating Effective Leaders 	3
10	<p>Power and Politics</p> <ul style="list-style-type: none"> • A Definition of Power • Contrasting Leadership and Power • Bases of Power • Dependency: The Key to Power • Power Tactics • Power in Groups: Coalitions • Sexual Harassment: Unequal Power in the Workplace • Politics: Power in Action <p>Foundations of Organization Structure</p> <ul style="list-style-type: none"> • What is Organizational Structure? • New Design Options? • Why Do Structure Differ? • Organizational Designs and Employee Behaviour 	3

11	<p>Conflict and Negotiation</p> <ul style="list-style-type: none"> • A Definition of Conflict • Transitions in Conflict Thought • Functional versus Dysfunctional Conflict • The Conflict Process • Negotiation 	3
12	<p>Work Design and Technology</p> <ul style="list-style-type: none"> • Technology in the Workplace • Organizational Behaviour in an e-world • Conceptual Frameworks for Analyzing Work Tasks • Work Space Design • Work Redesign Options • Work Schedule Options <p>Organizational Culture</p> <ul style="list-style-type: none"> • Institutionalization: A Forerunner of Culture • What is Organizational Culture? • What Does Culture Do? • Creating and Sustaining Cultures • How Employees Learn Culture • Creating an Ethical Organizational Culture • Creating a Customer-Responsive Culture • Spirituality and Organizational Culture 	3
13	<p>Human Resource Policies and Practices</p> <ul style="list-style-type: none"> • Selection Practices • Training and Development Programmes • Career Development • Performance Evaluation • The Union-Management Interface • International Human Resource Practices • Selected Issues • Managing Diversity in Organizations 	3
14	<p>Organizational Change and Stress Management</p> <ul style="list-style-type: none"> • Forces for Change • Managing Planned Change • Resistance to Change • Approaches to Managing Organizational Change • Contemporary Change Issues for Today's Managers • Work Stress and Its Management 	3
	Total	42
	ECTS	6
Main references supporting the course	Robbins, SP & Judge, TA. (2017). Organizational Behaviour - International Edition (2nd Ed). USA: Pearson Education.	
Additional references supporting the course	McKenna, E.F, Needle D. Fundamental of Organizational Behaviour, Press (UK). 2012.	

