**MG 337 Business Management and Behavioral Studies**

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| Programme: |  |
| Section: | A |
| Semester: | Spring 2022 |
| Course Pre-requisites: | Accountant in Business |
| Credit Hours: | 3 |
| Course Type: | In Person/Hybrid/Online |
| Venue/Day/Time: |  |
| Course URL (if any): |  |

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| **Course Description:** |
| Organizational behavior is the study of what people do in an organization and how their behavior affects the organization’s performance. Specifically, OB is concerned with employment-related issues such as jobs, absenteeism, employment turnover, productivity, and employee performance. This course helps you understand how these issues can effectively be addressed by studying the impact that individuals, groups, and organization structure and culture have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization’s effectiveness and creating a sustainable organization. Moreover, this course also aims at highlighting key challenges which organizations are facing due to globalization by suggesting appropriate strategies to deal with such challenges effectively. Similarly, understanding of various cultures, traditions and ethnic backgrounds and how they bring changes in work environment is also a penultimate objective of this course. Lastly, it links social and environmental factors with a balance of power and politics by establishing legitimate authority to control various behaviors for effective organizational structure. |

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| **Course Teaching Methodology:** |
| Teaching methodology for the course is designed to augment participants’ learning through (a) reading & discussion, (b) observation and (c) experimentation. Besides readings, lectures and discussions, in-class personal assessment exercises will be conducted.   1. Lectures and Discussions 2. Class Activities and Presentations 3. Videos 4. Self-assessment exercises |

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| **Programme Educational Objectives (POs):** | |
| PO-1 | Critical Thinking and Decision Making |
| PO-2 | Effective Communication Skills |
| PO-3 | Ethics & Sustainability |
| PO-4 | Core Business Knowledge & Competence |
| PO-5 | Effective Teamwork & Leadership Skills |
| PO-6 | Industry Focus |
| PO-7 | Global Perspective (Internationalization) |

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| **Programme Learning Outcomes (PLOs):**  **After completing this degree programme, students shall be able to:** | | |
|  | | **Mapping the PLOs with POs** |
| PLO-1 | Graduates must be able to use analytical and reflective thinking techniques to identify and analyze problems, develop viable alternatives, make effective decisions and apply appropriate quantitative and qualitative techniques in solving business problems. | PO-1 |
| PLO-2 | Graduates must be able to draft effective business documents and prepare and deliver effective oral business presentations using a variety of appropriate technologies. | PO-2 |
| PLO-3 | Graduates must be able to identify and analyze ethical conflicts and sustainability issues involving different stakeholders in order to develop viable alternatives and make effective decisions relating to business ethics and sustainability. | PO-3 |
| PLO-4 | Graduates must be able to demonstrate competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum. | PO-4 |
| PLO-5 | Graduates must be able to work effectively in teams and understand group processes, leadership, conflict, power and culture in organizations. | PO-5 |
| PLO-6 | Graduates must be able to understand the dynamics of local industry and understand business as an integrated system and apply strategic planning tools to coordinate among the functional areas. | PO-6 |
| PLO-7 | Graduates must be able toidentify and analyze relevant global factors that influence decision-making and develop viable alternatives and make effective decisions in an international business setting. | PO-7 |

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| **Course Objectives (COs)** | |
| CO-1 | To create a basic understanding of both theory and practice of organizational behaviors and its core concepts. |
| CO-2 | To develop students’ understanding of behaviors at the individual, group, domestic and multinational organization levels. |
| CO-3 | Develop the capacity to create moral courage, which strengthens the ability to lead and build teams, collaborate with partners both locally and internationally. |
| CO-4 | Creating an understanding of ethical professional behaviors to address organizational level issues. |

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| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | | |
|  | | **Mapping the CLOs with PLOs** |
| CLO-1 | Identify the challenges and opportunities managers have in applying OB concepts. Compare and contrast the major job attitudes. Demonstrate whether emotions are rational and what functions they serve in decision making. | PLO1, PLO3 |
| CLO-2 | Understand values, demonstrate the importance of values, and contrast terminal and instrumental values. Identify the shortcuts individuals use in making judgments about others. Apply the key tenets of different motivational concepts to motivate employees and improve their presentability to positively influence the workplace. | PLO2 |
| CLO-3 | To apply the knowledge and concepts learnt in the class to showcase how organizations can create team players by effective negotiating skills and managing conflicts within the workplace. | PLO3 |
| CLO-4 | To learn how managers can be motivated to become leaders. Distinguish between legitimate and illegitimate political behavior and to demonstrate competence in establishing healthy relationships within and outside the organization. | PLO4,PLO5 |
| CLO-5 | Reflect upon various cultures and learning from people with various ethnic backgrounds and traditions to create novelty and positive organizational change. | PLO4, PLO6,PLO7 |

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| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* | |
| **Assessment Item** | **Application/ Objectives**  **PLO / CO / CLO** |
| Case Studies/Sccenarios | Affects the Understanding of the course material along with the application of the concepts  PLO/CO/CLO – 1/3/5 |
| Active Projects | Allows students to get a comprehensive exposure of the overall business environment  PLO/CO/CLO – 1-2/3/2-5 |
| Presentations | Polishes the Presentation Skills of students and their communication skills  PLO/CO/CLO – 1-4/1-3/4-5 |
| Class Activities | Quick assessments are provided to students which allows them in improving their learning skills and application skills  PLO/CO/CLO – 1-4/1-3/4-5 |

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| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Quizzes + Assignments | 10 | Weekly |
| Scenarios/Case Studies | 10 | Weekly |
| Mid-term exam | 25 | One-time assessment |
| Activities in Class | 15 | Weekly |
| End Term Project | 10 | In the last two weeks of the semester |
| Final exam | 30 | One-time assessment |
| **Total** | **100** |  |
| **Notes – Norms and Important Class Policies:**  *(such as submission guidelines, academic honesty, make-up policy, code of conduct)*   * Be On Time   You need to be at class at the assigned time. After 10 minutes past the assigned time, you will be marked absent.   * Mobile Policy   **TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise.   * Email Policy   **READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email. Participants should regularly check their university emails accounts regularly and respond accordingly.   * Class Attendance Policy   A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise they could reach short attendance.   * Moodle   UMT –LMS (Moodle) is an Open Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using Moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk)   * Harassment Policy   Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc.   * Use of Unfair Means/Honesty Policy   Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.   * Plagiarism Policy All students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “Turnitin ” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook. * Withdraw Policy   Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA.   * Communication of Results   The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course. | | |

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

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| **Weekly Sessions Plan:** | | | |
| **Week** | **Topics / Contents** | **Activity** | **Application/Objectives**  **PLO / CO / CLO** |
| 1 | * Introduction to Organizational Behavior + ice breaking + groups formation | * Introductions * Ice-breaking * Discussions | PLO1, CO1, CLO1,  **After reading this chapter, you should be able to:**  Demonstrate the importance of interpersonal skills in the workplace. Describe the manager’s functions, roles, and skills. Define organizational behavior (OB). Show the value to OB of systematic study. Identify the major behavioral science disciplines that contribute to OB. Demonstrate why there are few absolutes in OB. Identify the challenges and opportunities managers have in applying OB concepts. Compare the three levels of analysis in this book’s OB model. |
| 2 | Attitudes and Job Satisfaction | * Lecture * Activities   Discussions | **After reading this chapter, you should be able to:**   * Contrast the three components of an attitude. Summarize the relationship between attitudes and behavior. Compare and contrast the major job attitudes. Define job satisfaction and show how it can be measured. Summarize the main causes of job satisfaction. Identify four employee responses to dissatisfaction..   PLO, CO, CLO - 1-2-3-4-5 |
| 3 | Emotions and Moods | Discussions  Case Study/ Scenarios  Assignment  Discussion | **After reading this chapter, you should be able to:**  Differentiate emotions from moods and list the basic emotions and moods. Discuss whether emotions are rational and what functions they serve. Identify the sources of emotions and moods. Show the impact emotional labor has on employees. Describe affective events theory and identify its applications. Contrast the evidence for and against the existence of emotional intelligence. Be able to identify strategies for emotion  PLO, CO, CLO - 1-2,3,1-3 |
| 4 | Personality | Quiz -1   * Discussions * Case Studies | **After reading this chapter, you should be able to:**  Define *personality*, describe how it is measured, and explain the factors that determine an individual’s personality. Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses. Identify the key traits in the Big Five personality model. Demonstrate how the Big Five traits predict behavior at work. Identify other personality traits relevant to OB. Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values.  PLO, CO, CLO - 1-2,3,4 |
| 5 | Perceptions | * Discussions * Class Activity * Videos | **After reading this chapter, you should be able to:**  Define *perception* and explain the factors that influence it. Explain attribution theory and list the three determinants of attribution. Identify the shortcuts individuals use in making judgments about others. Explain the link between perception and decision-making  PLO, CO, CLO - 1-2,1,2 |
| 6 | Employee Motivation | * Discussions * Learning Exercises * Assignment | **After reading this chapter, you should be able to:**  Describe the three key elements of motivation. Identify early theories of motivation and evaluate their applicability today. Apply the predictions of self-determination theory to intrinsic and extrinsic rewards. Understand the implications of employee engagement for management. Compare and contrast goal setting theory and management by objectives. Contrast reinforcement theory and goal-setting theory. Demonstrate how organizational justice is a refinement of equity theory. Apply the key tenets of expectancy theory to motivating employees. Compare contemporary theories of motivation.  PLO, CO, CLO - 1-4,2-3,2-4 |
| 7 | Understanding Work Teams | Quiz  Case Studies  Discussion  Project discussion | **After studying this chapter, you should be able to:**  Analyze the growing popularity of teams in organizations. Contrast groups and teams. Compare and contrast four types of teams. Identify the characteristics of effective teams.  Show how organizations can create team players. Decide when to use individuals instead of teams. Show how our understanding of teams differs in a global context.  PLO, CO, CLO - 1-4,2-3,2 |
| 8 | **MID TERM** |  |  |
| 9 | Leadership | Scenario Evaluation  Discussion | **After studying this chapter, you should be able to:**  Show how framing influences leadership effectiveness. Define charismatic leadership and show how it influences followers. Contrast transformational with transactional leadership and discuss how transformational leadership works. Define authentic leadership and show why ethics and trust are vital to effective leadership. Identify the three types of trust. Demonstrate the importance of mentoring, self-leadership, and virtual leadership to our understanding of leadership. Identify when leadership may not be necessary. Explain how to find and create effective leaders. Assess whether charismatic and transformational leadership generalizes across cultures.  PLO, CO, CLO - 1-2,1-3,1-2 |
| 10 | Power and Politics |  | **After studying this chapter, you should be able to:**  Define power, and contrast leadership and power. Contrast the five bases of power. Identify nine power or influence tactics and their contingencies. Show the connection between sexual harassment and the abuse of power. Distinguish between legitimate and illegitimate political behavior. Identify the causes and consequences of political behavior. Apply impression management techniques. Determine whether a political action is ethical. Show the influence of culture on the uses and perceptions of politics.  PLO, CO, CLO - 1-2,1-3,1-2 |
| 11 | Conflict and Negotiation *(How it is helpful in Social Sustainability*) | Discussion and Class Activity | **After studying this chapter you should be able to:**  Define conflict. Differentiate between the traditional, human relations, and interactionist views of conflict. Outline the conflict process. Define negotiation.  Contrast distributive and integrative bargaining. Apply the five steps in the negotiation process. Show how individual differences influence negotiations. Assess the roles and functions of third-party negotiations. Describe cultural differences in negotiations.  PLO, CO, CLO - 5,3,4 |
| 12 | Foundations of Organization Structure | Discussion and Activities | **After studying this chapter, you should be able to:**  Identify the six elements of an organization’s structure. Identify the characteristics of a bureaucracy. Describe a matrix organization. Identify the characteristics of a virtual organization. Show why managers want to create boundary less organizations.  Demonstrate how organizational structures differ, and contrast mechanistic and organic structural models. Analyze the behavioral implications of different organizational designs  PLO, CO, CLO – 1-5,1-3,1-5 |
| 13 | Organizational Culture *(Comparison of International Cultures)* | Activities and Presentations | **After studying this chapter, you should be able to:**  Relate institutionalization to organizational culture. Define organizational culture and describe its common characteristics. Compare the functional and dysfunctional effects of organizational culture on people and the organization. Explain the factors that create and sustain an organization’s culture. Show how culture is transmitted to employees. Demonstrate how an ethical culture can be created. Describe a positive organizational culture. Identify characteristics of a spiritual culture. Show how national culture may affect the way organizational culture is transported to a different country.  PLO, CO, CLO – 1-5,1-3,1-5 |
| 14 | Presentations | Presentation |  |
| 15 | Presentations | Presentation | PLO, CO, CLO – 1-5,1-3,1-5 |
| 16 | Final Term Examination |  |  |

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| **Primary Text Book (s):** |
| * Organizational Behavior (18th ed.) by Stephen. P. Robins, Timothy A. Judge & Neharika Vohra. Pearson |

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| **Reference / Supplementary Reading (s):** |
| * Articles and Hand out shall be shared with class occasionally, based on the topics discussed |
| **Useful Online / Web Resources:** |
| * Journal of Organizational Behavior (Online) * Harvard Business Review (Online) * Visit your Moodle and also the website for the textbook |