Resource Person Aizza Anwar, [aizza.anwar@umt.edu.pk](mailto:aizza.anwar@umt.edu.pk)

Semester Fall, 2017

Course Title Organization Behavior

Course Code XX-631

Course Type: Core

Pre-Requisite: MO

Counseling Hours: Class Days

Program: MHRM

Program Head: Aizza Anwar

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| --- | --- | --- | --- |
|  | **Name** | **Signature** | **Date** |
| **Prepared By**  (Resource Person) | Aizza Anwar |  |  |
| **Checked By**  (Program Head) | Aizza Anwar |  |  |
| **Approved By**  (Director SPA) | Dr Naveed Yazdani |  |  |

**Course Description**

**Organization Behavior**

The Organizational Behavior (OB) course lays the foundation for the understanding of human behavior in organizations, providing students with a comprehensive exposure to organizational behavior theories, research and workplace issues illustrated with case studies and examples. Topics include: Overview of OB, personnel selection, individual differences, work motivation, work attitudes and values, occupational stress, high performance teams, training, performance appraisal and careers, organizational design, organizational culture, and organizational development and change. Given the immediate relevance of topics covered in this course, it is also a useful life-long learning course for improving personal and organizational effectiveness.

**Recommended Book:**

McShane, S., Olekalns, M., & Travaglione, T. (2013). Organizational behaviour: Emerging knowledge. *Global Insight*.

Robbins, S. P., Judge, T., & Campbell, T. T. (2010). *Organizational behaviour*. Financial Times Prentice Hall.

Debra, N. L., & Quick, J. C. (2003). Organizational Behaviour: Foundations, Realities & Challenges. *Thomson–South–Western: Ohio*.

**Instructional Goals (or Course Objective)**

1. The goal of this course is to help you develop a conceptual understanding of OB theories and provide you with skills to put those ideas and theories into practice.
2. To illustrate the impact of perception, personality and emotions from individual and organization perceptive.
3. Describe individual and group, creative, and ethical decision making
4. Define organizational culture and elaborate on its impact on performance.

**Course (Student) Objectives**

Upon completion of the course, students will be able to:

* Understand the behavior of individuals and groups in organizations in terms of organizational behavior theories, models and concepts
* Apply organizational behavior concepts, models and theories to real life management situations through case analysis
* Demonstrate a critical understanding of organizational behavior theories and current empirical research associated with the topics covered in this course

**Brief Course Content**

**Session 1:Introductionto Organization Behavior**

* Class and course Introduction
* Teaching & Assessment Methodology
* Setting up Norms in class
* Overview of Organization Behavior
* Increasing Workforce Diversity
* Emerging Employment Issues

*Class Activity-Case study: Fran Hayden Joins Dairy Engineering (non graded)*

**Learning Outcome**

* Students will be able to understand the importance of organizational behavior
* Students will be able to discuss that individual personality plays an important role in organizational conflicts.

**Session 2: Individual Behavior, Personality and Values**

* MARS Model
* Five Factor Model of Personality
* Myers Briggs Type Indicator
* Values in the Workplace

*Class Activity: Class Discussion:*

**Learning Outcome**

* Students will be able to learn the parameters that influence the individual behavior and performance in organizations.
* Student will be able to understand the Schwartz model of individual values and conditions that influence these values.
* Students will be able to learn the ethical values across the culture.

**Session 3: Perceiving Ourselves and Others in Organizations**

* Self Concept and Organizational Behavior
* Attribution Theory
* Improving Self Awareness
* Meaningful Interaction

*Class Activity: Thematic Apperception Test-Class Participation*

**Learning Outcome**

* Enable students to learn the elements of self concepts and their influence.
* Participants will learn the perceptual process and its specific applications to organization.
* Students will learn the global mindset in detail and its merits and demerits to organizations.

**Session 4: Workplace Emotions, Attitudes and Stress**

* Emotions in workplace
* Emotional Intelligence
* Job Satisfaction
* Organizational Commitment
* Work Related Stress and Management

*Class-Discussion: The hawthorn effect-group activity (Marks: 5)*

**Learning Outcome**

* Enable students to understand that how emotions and cognition regulate the attitudes and behaviors at workplace.
* Enable students to manage the workplace stress and employees burnout.

**Session 5: Foundations of Employee Motivation**

* Employee Engagement
* Employee Drives and Needs
* Expectancy Theory
* Social Cognitive Theory
* Goal Setting and Feedback
* Balanced Scorecard

*Class activity-case study: Cincinnati Super Subs (Marks 5)*

**Learning Outcome**

* Learn the theories and processes of employee motivation and its implications.
* Students will learn equity theory and different methods to improve procedural justice.

**Session 6: Applied Performance Practices**

* Meaning of Money in Workplace
* Financial Reward Practices
* Competency and Performance Based Rewards
* Improving Reward Effectiveness
* Job Design and Work Motivation
* Empowerment and Self Leadership Practices

*Class activity-case study: Yakkatech, INC. technology service firm (5 Marks)*

**Learning Outcome**

* Participant will learn ways to attract employees for performance based rewards at workplace and the way to improve it.
* Enable them to understand empowerment and strategies that support it.
* Students will be able to design the models to improve employee motivation at workplace.
* Student will be able to identify self-leadership and work environment influences on it.

**Session 7: Decision Making and Creativity**

* Rational Choice Paradigm of Decision Making
* Identifying Problems and Opportunities
* Implementing Decisions
* Creativity
* Employee Involvement in Decision Making

*Class activity-Class discussion: Employee Involvement Cases (Marks 5)*

**Learning Outcome**

* Students will able to learn the rational choice paradigm of decision making; its problems, opportunities, alternatives and evaluation.
* Learn about employee characteristics and involvement at workplace.

**Session 8: Team Dynamics**

* Teams and Informal Groups
* A Model of Team Effectiveness
* Team Design Elements
* Constraints on Team Decision Making

Class activity: Presentation (Marks 10)

**Learning Outcome**

* Students will learn about team work, its size, composition and its effectiveness in organizations.
* Enable to learn about team processes either direct or virtual.
* Students will be able to know about the structure of team decision making and its improvement.

**Session 9: Communicating in Teams and Organizations**

* Model of Communication
* Communication Channels
* Choosing the Best Communication Channel
* Improving Interpersonal Communication

*Class Activity:* Presentation *(Marks 10)*

**Learning Outcome**

* Participant will learn that how to communicate within an organization, mode of communication and its merits and demerits.
* Student will come to know about communication strategies in organizational hierarchies.
* Student will learn about effective communication and its barrier at workplace.

**Session 10: Power and Influence in Workplace**

* Meaning of Power
* Sources of Power in Organization
* The Power of Social Networks
* Type of Influence
* Organizational Politics

*Class Activity-Case Study: Resonus Corporation (Marks 5)*

**Learning Outcome**

* Students will learn about power and dependency at workplace and how to gain it.
* Learn how to use the power and tactics in organizations.
* The analytics will help to understand the culture and politics within organization.

**Session 11: Conflict and Negotiation in Workplace**

* Consequences of Conflict
* Structural Sources of Conflict
* Structural Approaches of Conflict Management
* Resolving Conflict through Negotiation

*Class Activity-Case Study: The contingencies of conflict handling (Marks 5)*

**Learning Outcome**

* Participants will learn about conflict and its consequences.
* Learn about strategies to overcome relationship conflict during task conflict episodes.
* Help to learn conflict handling style.
* Students will learn barging zone model and negotiations.

**Session 12: Leadership in Organizational Settings**

* Shared Leadership
* Transformation Leadership
* Managerial Leadership
* Path-Goal Leadership
* Situational Leaderships
* Competency Perceptive of Leadership

*Class Activity-Case Study: A window on life (Marks 5)*

**Learning Outcome**

* Students will learn about the types of leadership
* Understand the role the importance of transformational and situational leadership.
* Students will learn leadership styles vary with the culture.

**Session 13: Designing Organizational Structures**

* Division of Labor and Coordination
* Elements of Organizational Structure
* Forms of Departmentalization
* Contingencies of Organizational Design
* System Theory of Organization

*Class Activity-Class Discussion*

**Learning Outcome**

* Students will learn the role and span of control in organizations
* Students will be able to evaluate different types of organization structures.
* Students will understand that external environment influence the structure of organization.

**Session 14: Organizational Culture**

* Elements of Organizational Culture
* Deciphering Organizational Culture Through Artifacts
* Merging Organizational Culture
* Organizational Socialization
* Management Development
* Kaizen Methodology

*Class Activity- Case Study Hillton’s Transformation (Marks 5)*

**Learning Outcome**

* Student will understand the importance of organization culture for its growth
* Students will learn different types of organization’s culture and strategies.
* Students will learn different organizational socialization process.

**Session 15: Organizational Change**

* Lewin’s Force Field Analysis Model
* Understanding Resistance to Change
* Leadership, Coalitions, and Pilot Projects
* Four Approaches to Organizational Change
* Cross Cultural and Ethical Issues in Organizational Change

*Class Activity-Class Discussion*

**Learning Outcome**

* Student will understand organizational change process
* Students will learn different types of organizational change models.

**ASSESSMENT METHODOLOGY**

The participants’ performance will be assessed through the following activities:

|  |  |
| --- | --- |
| Class Participation (Individual-Every Class) | 20 % |
| In-Class Activities(Group) | 10 % |
| Case Study (Group) | 20% |
| Short Quiz (Individual) | 10 % |
| Class Presentation/Project (Group) | 10 % |
| Final Term Examination / Conceptual Term Paper (Individual) | 30 % |
| Total | 100 % |

**Note:** Detail description of every assessment activity will also be provided in the class. In the first three classes, no activity is graded.

**Personal Ethics**

It is expected that students exhibit professional and respectful behavior in class. The active participation and study collaboration with others in class is highly encouraged. The demonstration of inappropriate behavior such as ignoring, excessive talking, and irresponsible use of cell phone, inappropriate communications or being indifferent to the feelings of other students is unacceptable. Cheating, plagiarism (submitting the language, ideas, thought or work of another as one’s own) or otherwise indulging unfair means to attain grade would result in severe disciplinary action.

**Counseling/Meeting Time**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Monday** | **Tuesday** | **Wednesday** | **Thursday** | **Friday** |
| By appointment | 04.30 PM to 06.00 PM | By appointment | By appointment | By appointment |

**Note:**

* Appointment can be taken through email or over the phone (calls are allowed during the counseling hours only) at least one day before.

**CALENDAR OF ACTIVITIES**

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| --- | --- | --- |
| **Session** | **Sub-Topic** | **Activities** |
| 1 | * Class and course Introduction * Teaching & Assessment Methodology * Setting up Norms in class * Overview of Organization Behavior * Increasing Workforce Diversity * Emerging Employment Issues | Case Stdy |
| 2 | * MARS Model * Five Factor Model of Personality * Myers Briggs Type Indicator * Values in the Workplace |  |
| 3 | * Self Concept and Organizational Behavior * Attribution Theory * Improving Self Awareness * Meaningful Interaction | Class Activity |
| 4 | * Emotions in workplace * Emotional Intelligence * Job Satisfaction * Organizational Commitment * Work Related Stress and Management | Class Activity |
| 5 | * Employee Engagement * Employee Drives and Needs * Expectancy Theory * Social Cognitive Theory * Goal Setting and Feedback * Balanced Scorecard | Case Study |
| 6 | * Meaning of Money in Workplace * Financial Reward Practices * Competency and Performance Based Rewards * Improving Reward Effectiveness * Job Design and Work Motivation * Empowerment and Self Leadership Practices | Case Study |
| 7 | * Rational Choice Paradigm of Decision Making * Identifying Problems and Opportunities * Implementing Decisions * Creativity * Employee Involvement in Decision Making | Case Study |
| 8 | * Teams and Informal Groups * A Model of Team Effectiveness * Team Design Elements * Constraints on Team Decision Making | Presentation |
| 9 | * Model of Communication * Communication Channels * Choosing the Best Communication Channel * Improving Interpersonal Communication | Presentation |
| 10 | * Meaning of Power * Sources of Power in Organization * The Power of Social Networks * Type of Influence * Organizational Politics | Case Study |
| 11 | * Consequences of Conflict * Structural Sources of Conflict * Structural Approaches of Conflict Management * Resolving Conflict through Negotiation | Case Study |
| 12 | * Shared Leadership * Transformation Leadership * Managerial Leadership * Path-Goal Leadership * Situational Leaderships * Competency Perceptive of Leadership | Case Study |
| 13 | * Division of Labor and Coordination * Elements of Organizational Structure * Forms of Departmentalization * Contingencies of Organizational Design * Organizational Size | Presentation |
| 14 | * Elements of Organizational Culture * Deciphering Organizational Culture Through Artifacts * Merging Organizational Culture * Organizational Socialization * Management Development | Case Study |
| 15 | * Lewin’s Force Field Analysis Model * Understanding Resistance to Change * Leadership, Coalitions, and Pilot Projects * Four Approaches to Organizational Change * Cross Cultural and Ethical Issues in Organizational Change |  |