



## PEOPLE AND ORGANIZATION

<b>Course code</b>	<i>GRAL011</i>
<b>Level of studies</b>	<i>Graduate</i>
<b>Number of credits</b>	<i>6; 14 hours of theory and 22 hours of practice, 124 hours of self-study, 2 hours consultation</i>
<b>Course Coordinator</b>	<i>Lekt. Katia Lysionak, Lekt Pranas Šmaižys</i>
<b>Prerequisites</b>	<i>Undergraduate diploma</i>
<b>Language of instruction</b>	<i>English</i>

### THE AIM OF THE COURSE:

Global and local organisations are under ever-present pressure to maximise productivity and to optimise costs. The organisational complexities are magnified by disruptive technology, geopolitics, regulations, and ongoing race to acquire and to retain the top talent. The purpose of this course is to provide a basic knowledge of factors that influence people's behaviours in organisations, to improve self-understanding and understanding of other people/teams within an organisation, since there is no organisation without people. During this course students will address the key themes of the subject material: an individual's career development and performance management, high-performing team dynamics, diversity and inclusion topics, and other organisational factors via theoretical, practical discussions and group work projects.

### MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES, ASSESSMENT AND TEACHING METHODS



Course learning outcomes	Degree level learning objectives (Number of LO)	Teaching methods	Assessment methods
1. Understand the foundations of organizational behavior and the impact of individual differences, attitudes, and perceptions on workplace dynamics.	* LO1: Define organizational behavior and explain its significance in the workplace. * LO2: Analyze the impact of individual differences (personality, values, abilities) on behavior and performance. * LO3: Explain the process of perception and its influence on decision-making and communication. * LO4: Describe the relationship between attitudes and behaviors in the workplace.	Lectures, discussions, case studies, personality assessments, perception exercises.	Group assignment
2. Develop effective communication and emotional intelligence skills for building strong relationships and managing conflict.	* LO5: Explain the key components of effective communication and active listening. * LO6: Define emotional intelligence and its role in leadership and teamwork. * LO7: Identify strategies for managing stress and negative emotions. * LO8: Apply conflict resolution techniques to navigate workplace disagreements.	Lectures, role-plays, emotional intelligence assessments, stress management workshops	Individual reflections
3. Apply motivation theories and design strategies to create a motivating work environment.	* LO9: Explain various motivation theories (content and process theories). * LO10: Analyze the factors that contribute to a motivating work environment. * LO11: Design job characteristics and reward systems that foster motivation and engagement.	Lectures, discussions, personal assessments, "Design Your Dream Job" activity	Individual reflections, group project
4. Understand the principles of effective teamwork and leadership in creating high-performance organizations.	* LO12: Describe the stages of team development and the dynamics of effective teams. * LO13: Explain different leadership styles and their impact on team performance. * LO14: Identify strategies for building and managing high-performing teams. * LO15: Analyze the role of power and politics in organizational leadership.	Lectures, team-building exercises, case study analysis, guest speaker presentation, group discussions.	Group project



5. Analyze the impact of organizational structure, culture, and change on organizational effectiveness.	* LO16: Differentiate between various forms of organizational structure and their implications. * LO17: Define organizational culture and its influence on behavior and performance. * LO18: Explain the process of organizational change and strategies for managing change effectively. * LO19: Evaluate the role of diversity and inclusion in creating a positive organizational culture.	Lectures	Individual assignment
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## ACADEMIC HONESTY AND INTEGRITY

Interactive teaching methods, interim knowledge assessment and self-evaluation, case study, workshops, and whole class discussions, individual and group work assignment will be employed to enhance the quality of studies. Lectures will consist of interactive discussions, case analysis, class discussions, group project work, article analysis discussions, group presentations.

### COURSE OUTLINE

N	Topic	Readings (read/watch before the class)
30 Sep (18-21:15)		
1	Introduction to the course. Decoding Human Behavior in the Workplace	<ul style="list-style-type: none"> <li>● Chapter 1. Organizational behavior.</li> <li>● Chapter 3. Understanding People at Work: Individual Differences and Perception</li> <li>● Chapter 4: Individual Attitudes and Behaviors</li> <li>● <a href="#">Ted Talk from Adam Grant on Individual Behaviors in Org</a></li> <li>● <a href="#">Study skills - Learning through reflection &gt; Reflective tool skill</a></li> <li>● <a href="#">Top 10 HR 2023 trends</a></li> <li>● <a href="#">The Top Ten HR Trends That Matter Most In 2024</a></li> <li>● <a href="#">Applications of Personality Assessment to the Workplace: A Review</a></li> <li>● <a href="#">The Problem with Using Personality Tests for Hiring</a></li> <li>● <a href="#">Some employees are destroying value. Others are building it. Do you know the difference?September 11, 2023   Article</a></li> <li>● <a href="#">Working with People Who Aren't Self-Aware</a></li> </ul>
1 Oct (18-21:15)		
2	Mastering Communication & Emotional Intelligence for Effective Leadership	Chapter 7: Managing Stress and Emotions Chapter 8: Communication
2 Oct (18-21:15)		
3	Navigating Conflict and Decision-Making	Chapter 10: Conflict and Negotiations Chapter 11: Making Decision
3 Oct (18-21:15)		
4	Unlocking the Drive	<ul style="list-style-type: none"> <li>● Chapter 5: Theories of Motivation</li> <li>● Chapter 6: Designing a Motivating Work Environment</li> <li>● <a href="#">How to Improve Employee Engagement in the Workplace - Gallup</a></li> <li>● <a href="#">Help your employees find purpose—or watch them leave   McKinsey</a></li> <li>● <a href="#">The future of feedback: Motivating performance improvement through future-focused feedback</a></li> </ul>



		<ul style="list-style-type: none"><li>• <a href="#">The leader as a coach</a></li><li>• <a href="#">Employee Wellbeing Is Key for Workplace Productivity</a></li></ul>
7 Oct (18-21:15)		
5	Building High-Performing Teams	<ul style="list-style-type: none"><li>• Guest Speaker: Gintare Norvilaite-Tautevice, Chief Commercial Officer (CCO)   Non-Aviation revenue at Lithuanian Airports</li><li>• Chapter 9: Managing Groups and Teams</li><li>• <a href="#">Enhancing the Effectiveness of Work Groups and Teams</a></li></ul>
8 Oct (18-21:15)		
6	DEI @ Workplace	<ul style="list-style-type: none"><li>• Chapter 2: Managing Demographic and Cultural Diversity</li><li>• <a href="#">Harvard Implicit Association Test</a></li><li>• <a href="#">How Science and Genetics are Reshaping the Race Debate of the 21st Century</a></li></ul>
10 Oct (18-21:15)		
7	Building Blocks of Organizations: Structures, Roles, and Dynamics	<ul style="list-style-type: none"><li>• Chapter 14: Organizational Structure and Change</li><li>• Chapter 15: Organizational Culture</li><li>• [video] <a href="#">Organizational Design and Structure (youtube.com)</a></li><li>• [article] <a href="#">Star Model – Jay Galbraith – Galbraith Management Consultants</a></li><li>• [article] <a href="#">Managers and Leaders: Are They Different? (hbr.org)</a></li><li>• [article] <a href="#">What Is a Functional Organizational Structure? - AIHR</a></li><li>• [article] <a href="#">Beyond matrix organization, the helix organization   McKinsey</a></li><li>• [article] <a href="#">Redefining corporate functions to support growth   McKinsey</a></li></ul>
14 Oct (18-21:15)		

8	Building a High-Performance Culture: Leadership Development & Evidence-Based Practices	<ul style="list-style-type: none"> <li>• Chapter 12: Leading People Within Organizations</li> <li>• Chapter 13: Power and Politics</li> <li>• [video] <a href="#">How Netflix Reinvented Work Culture (youtube.com)</a></li> <li>• [video] <a href="#">Elements of a High Performance Work System (youtube.com)</a></li> <li>• [presentation] <a href="https://www.slideserve.com/bandele/what-is-a-high-performance-work-system">https://www.slideserve.com/bandele/what-is-a-high-performance-work-system</a></li> <li>• [article] <a href="#">(13) (PDF) Leadership Training Design, Delivery, and Implementation: A Meta-Analysis (researchgate.net)</a></li> </ul>
15 Oct (18-21:15)		
9	Group presentations	

## FINAL GRADE COMPOSITION

Type of assignment	Percentage of the total grade
<i>Group Components 60%</i>	
Group Project	30
Group Project Q&A	20
Group Contract	10
<i>Individual Components 40% (FINAL assessment)</i>	
DEI Project	20
Individual Reflection	20
<b>Total</b>	<b>100</b>

## DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

- o **Group Project and Presentation.** Group project will focus on understanding the team dynamic and coming up with the team development plan to increase team effectiveness. The students will need to use Tuckman's stages for planning about team development strategy. The group will need to build out recommend diagnostic exercises, to iations on teamidentify the key team effectiveness dynamic totarget, to list recommended activities and practical tips for management. All of the above needs to be delivered via in class presentation.  
**DEI Project:** Your assignment will involve identifying a company that may be facing challenges related to diversity, equity, and inclusion. Once you have chosen a company, you will thoroughly analyse its current DEI practices, culture, and potential areas for improvement. Based on your analysis, your assignment will require you to design a DEI strategy tailored to the company's specific needs and goals. **Requirements:** 1 page DEI Strategy Plan with Purpose and Initiatives, Due 19th Oct 24, 23:00;
- o **Individual Academic Reflection:** Your task is to write a thoughtful reflection that captures your overall experience in the course. Start by considering the key concepts, theories, and frameworks that we've explored. How have these insights expanded your understanding and practical implications? Reflect on the ways in which the course content has influenced your perspective on various aspects and what do you plan to implement any of that. **Requirements:** 300-500 words; use [What? So what? Now what?](#) framework, Due 19th Oct 24, 23:00;
- o **Important.** Each member of the team has to present/know everything about the case analysis, be able to explain and be competent to answer any questions the experts, lecturer or class

members may ask. Saying things like „I don't know what this means because my teammate did this part“ or „this part is not done because my teammate was supposed to do it“ will only get you penalty points. **A large part of the educational benefit of teamwork is learning by explaining to others and finding common ground, so make sure to plan enough time for team meetings.**

- o **Presentation submission.** The group presentations should be **uploaded on an e-learning platform no later than the deadline.. Presentations uploaded later than the appointed time are worth automatically 50% less.**
- o **Case analysis will be evaluated as a team performance. The final evaluations of the presentations will be announced on my.ism.lt platform.**
- o **Plagiarism** is incompatible with academic ethics of ISM University of Management and Economics community. The plagiarism prevention embraces the norms of respect for intellectual property and failure to comply with this principle of academic honesty is considered to be a serious breach of academic ethics. If the violations of academic ethics (plagiarism) have been identified by the Committee of Ethics, the team may be denied the right to continue the course.



## Appendix Group Project

### Detailed Description and Assessment Criteria

1. Select a Real-Life Team/Company/Situation
  - a. Choose a real-life team, company, or situation for analysis. It can be a workplace or an external organisation.
  - b. Relevance and appropriateness of the chosen team/company/situation. - Clear articulation of the rationale for selection.
2. Conduct Interviews and Gather Information
  - a. Interview team managers and members to understand current dynamics. Use a team effectiveness discussion guide. Collect relevant data and record.
  - b. Effectiveness of interview. - Thoroughness of information gathered. - Documentation of sources and data.
3. Team Diagnostic Exercises
  - a. Analyze results to identify key challenges.
  - b. Clarity in the analysis of results. - Identification of key challenges and areas for improvement.
4. Apply Tuckman's Stages of Team Development
  - a. Use Tuckman's stages (Forming, Storming, Norming, Performing, Adjourning) to assess the team's current developmental stage. Analyze progression and challenges.
  - b. Accurate assessment of the team's current stage. - Insightful analysis of how the team has progressed through stages and challenges faced so far.
5. Develop a Team Development Plan
  - a. Create a development plan based on diagnostic exercises and Tuckman's analysis. Outline specific recommendations and activities for each stage of development.
  - b. Clarity and feasibility of the development plan. - Relevance of recommendations to identified challenges. - Practicality of proposed activities.
6. Practical Tips for Management
  - a. Provide practical tips and strategies for team leaders to implement the development plan effectively.
  - b. Relevance and effectiveness of tips and strategies. - Practicality of guidance for addressing challenges. - Alignment with the development plan.

### Group Presentation/ Executive Summary

1. Presentation (10 minutes)
  - a. Deliver a concise presentation summarizing research, analysis, recommendations, and key findings.
  - b. Clarity and readability of slides. - Logical organization of content. - Engagement of the audience.
2. Time Management (Up to 10 minutes)
  - a. Total presentation time should not exceed 10 minutes, including the icebreaker and presentation. Every extra minute beyond 10 mins will be penalised at 10% of presentation grader;
  - b. Adherence to the allotted presentation time. - Effective use of time management strategies.
3. Slide Count (Up to 10 slides)
  - a. A maximum of 10 slides can be submitted
  - b. It is recommended to present only executive summary of the project up to 4 slides
4. Q&A (10 mins)
  - a. Expect 3-5 questions from the class or instructors. All team members should be ready to answer, focusing on the non-presenting team members.
  - b. Ability to respond to questions with clarity and poise





APPROVED BY  
THE STUDY COMMISSION  
Minutes No. 02-12-2024-11  
as of 26th August 2024