ISM UNIVERSITY OF MANAGEMENT
AND ECONOMICS

ORGANIZATIONAL BEHAVIOR

Course code	*MNG107*
Compulsory in the programs	*International Business and Communication, Business Management and Marketing*
Level of studies	*Undergraduate*
Number of credits	*6 ECTS (48 in-class hours + 4 consultation hours + 2 exam hours, 108 individual work hours)*
Course coordinators (title and name)	*Rūta Lapinskienė, Ieva Jaugelavičė*
Prerequisites	*-*
Language of instruction	*English*

THE AIM OF THE COURSE:

During this course, students will address the key themes of the subject material as well as ethical dilemmas in organizations via theoretical study discussions in seminars. The organizational behavior module will be analyzed and discussed on three levels: individual, group, and organization. At individual level, the elements of personality, social perception, learning, motivation and attitudes, theories, and their application possibilities (when managing our own and other people's working behavior) will be analyzed. At group and organizational levels we will discuss the processes occurring in workgroups that influence the relationships of group members and their work results, personal and organizational means of improving group performance. One of the parts will also be dedicated to showing relations between organizational behavior and human resource management practices.

MAPPING COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT, AND TEACHING METHODS

Course learning outcomes (CLO) At the end of the course the students will be able to:	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1. Knowledge and its application. Describe the main organizational behavior theories and apply them to the practical issues.	BLO1.1.	Midterm, case analysis presentation, examination.	Lectures, seminars
CLO2. Analysis. Analyze a company as an integral unit, which strives for certain goals in a market and social environment.	BLO1.2.	Midterm, case analysis presentation, examination.	Lectures, seminars, case analysis
CLO3. Research skills. Conduct the analysis of a company's internal and external situation by employing data analysis frameworks: SWOT, PESTEL, etc.	BLO1.2. BLO3.1.	Midterm, case analysis presentation, examination.	Lectures, seminars, case analysis
CLO4. Special abilities. Apply a systematic, critical and constructive thinking in problem identification and solving.	BLO1.2.	Midterm, case analysis presentation, examination.	Case analysis, seminars, discussions, independent studies
CLO5. Social abilities. Communicate and work effectively in an intercultural and interdisciplinary group.	BLO2.1. BLO4.1. BLO4.2.	Case analysis presentation.	Seminars, discussions, case analysis preparation in work groups and presentation.
CLO6. Personal abilities. Demonstrate independent learning skills necessary to continue studies on a higher level.	BLO1.1. BLO1.2. BLO4.3.	Midterm, case presentation, examination.	Seminars, case analysis, independent studies.

ACADEMIC HONESTY AND INTEGRITY

COURSE OUTLINE

Topic	In-class hours	Readings
1. Introduction to Organizational Behavior	4	Ch. 1
2. Individual Differences: Personality and Abilities	4	Ch. 3
3. Emotions and Stress on the Job 4. Work-related Attitudes	4	Ch. 4, Ch. 5
5. Motivation in organizations	4	Ch 6
6. Career dynamics 7. Perception and Learning: Understanding and Adapting to the Work Environment	4	Ch. 7, Ch. 2
Midterm Exam Homework case analysis structure presentation and discussion (Online)	4	
8. Group processes and work teams 9. Interpersonal behaviour: working with and against others	4	Ch. 8, Ch. 11
10. Communication in organizations 11. Decision making in Organizations	4	Ch.9, Ch 10
12. Influence, Power, and Politics in Organizations 13. Leadership in Organizations	4	Ch.12, Ch 13
14. Organizational Culture	4	Ch. 14
15. Organizational Structure and Design 16. Managing Organization Change	4	Ch. 15, Ch 16
17. Organizational Behavior and HRM	4	Ch. 3 (3)
Case studies analysis presentations	4	
	Total: 48 hours	
CONSULTATIONS	4	
FINAL EXAM	2	

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FINAL GRADE COMPOSITION

Type of assignment	%
Group Components 30%	
Case study analysis and presentation	25
Peer review	5
Individual Components 70%	
Midterm exam	35
Final exam	35
Total:	**100**

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

1. **Case study analysis and presentation.** In case study analysis, you seek to explain "why" certain behaviors happened using appropriate theories and supplementing them with your common sense as well as scientific articles. The case study analysis (25%) and peer review (5%) count as 30% of the final grade.

   Students work in groups of 3-4 to prepare an assigned case analysis and Power Point presentation. Teams should prepare up to 10 min. presentation and for a 5 min. Q&A session of the assigned case, delivered on the assigned day and time. Participation in presenting the case is compulsory, absence without a reason reduces final grade for presentation by 50%. Case analysis and presentation count as 25% of the final grade, while the review of another team's presentation equals 5% of the final grade. All members of the team shall participate and present their work as well as do a peer review of other's work.

   The case analysis should include 6 main parts:

   1) **Situation analysis**. It helps to list the facts chronologically or in some systematic way. By listing the facts, you get a sense of the whole case.
   2) **Problem identification**. What is the problem(s), try to analyze why they exist? This may lead to an even more critical (or basic) problem. Decide on the *main problem*.
   3) **Theoretical survey relevant to the situation**. Provide possible theoretical framework which will lead to an appropriate solution. Present appropriate scientific articles you read, experiences of the companies related to the analyzed situation.
   4) **Evaluation of the alternatives**. Provide 2-3 alternative recommendations based on the theoretical survey. For each alternative, list possible risks and negative consequences.
   5) **Suggested solution**. Decide and provide rationale for your solution. Explain what your decision is, the possible consequences, and *why* you selected the decision.
   6) **Conclusion.** What are your "lessons learned" from the case? What theoretical concepts were supported or refuted, and why? Are there any new concepts that are suggested by your analysis?

2. **Midterm Exam** will cover the material of topics 1 - 8, it represents **35 %** of the final grade. It will consist of multiple-choice questions. The exam is based on the required readings. It will cover all theoretical issues presented in the syllabus and discussed in the workshops, and case analyses discussed in class.

3. **Exam.** The final examination counts **35**% of the final grade and will cover the material of topics 9 - 17. It represents **35 %** of the final grade and will consist of multiple-choice questions. The exam is based on the required readings. It will cover all theoretical issues presented in the syllabus and discussed in the workshops, and case analyses discussed in class.

RETAKE POLICY

Re-take of the Exam. Students who receive a failing final grade shall have the right to re-take the exam during the re-sit week, which will comprise **70%** of the final grade. Case analysis presentations cannot be retaken.

REQUIRED READINGS

1. Greenberg, J. and Baron, R.A. (2008). Behavior in Organizations. Prentice Hall International.
2. Dessler, G. (2008). Human Resource Management, 11th ed, Prentice Hall.

ADDITIONAL READINGS

1. Burton, R. M., Obel, B., Hakonsson, D.D. (2015) Organizational Design. A step-by-step approach. Cambridge University Press
2. Buchanan, D. A., Huczynski, A., J. (2010) Organizational Behaviour. Pearson Education 3. Gerard H. Seijts (2006). Cases in Organizational Behavior: SAGE Publications

ADDITIONAL REMARKS

Self-study. The large component of the class is based on self-study. The lectures are there only to guide you. The responsibility to study and advance in the subject rests with you as a student.

Participation. Your participation will be evaluated based on the individual/group assignments you submit on the eLearning system and peer-evaluation.

Deadlines. All assignments must be submitted at the specified day and time and late submissions will not be accepted.

Ethics. The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, improper use of the Internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery, and falsification, lying, facilitating academic dishonesty and unfair competition.

Email communication. Email 056175@stud.ism.lt is a great way to contact us. We will respond to most queries within 24-48 hours. Please follow the standards of professional communication. *Teams* may only be used for in-class communication, all other subject-related issues shall be communicated via email.

ANNEX

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the <u>Bachelor of Business Management</u>
Programmes:
International Business and Communication,
Business Management and Marketing, Finance,
Industrial Technology Management

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper