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| 1. Course code: | MGT233 | | | 1. Course title: | | | | | | Organizational Behavior | | | | | | | | | | | |
| 1. College: College of Business Administration | | | | | | | | | | | | | | | | | | | | | |
| 1. Department: Management and Marketing | | | | | | | | | | | | | | | | | | | | | |
| 1. Program: B.Sc. in Business Management | | | | | | | | | | | | | | | | | | | | | |
| 1. Course credits: 3-credit hour | | | | | | | | | | | | | | | | | | | | | |
| 1. Course NQF Level: 6-7-8 | | | | | | | | | | | | | | | | | | | | | |
| 1. NQF Credits: TBA | | | | | | | | | | | | | | | | | | | | | |
| 1. Prerequisite: MGT230 | | | | | | | | | | | | | | | | | | | | | |
| 1. Lectures Timing & Location: Online | | | | | | | | | | | | | | | | | | | | | |
| 1. Course web page: Blackboard | | | | | | | | | | | | | | | | | | | | | |
| 1. Course Instructor: Dr. Raala Mohamed (email: [rmalathali@uob.edu.bh](mailto:rmalathali@uob.edu.bh))   Tutors: Ms. Amani Shajera (email: [ashajera@uob.edu.bh](mailto:ashajera@uob.edu.bh))  Ms. Valentine Smart (email: [vsmart@uob.edu.bh](mailto:vsmart@uob.edu.bh)) | | | | | | | | | | | | | | | | | | | | | |
| 1. Office Hours and Location: online (students can communicate with the course instructor and tutors on Microsoft Teams or university email) | | | | | | | | | | | | | | | | | | | | | |
| 1. Course coordinator: Dr. Raala Mohamed | | | | | | | | | | | | | | | | | | | | | |
| 1. Academic year: 2020-2021 | | | | | | | | | | | | | | | | | | | | | |
| 1. Semester: | |  | **First** | | | | | 🗸 | | | **Second** | | | |  | | **Summer** | | | | |
| 1. Textbook(s):   Organizational Behavior: Emerging Knowledge, Global Reality, by McShane & Von Glinow (2021), 9th edition, McGraw-Hill (e-book version) <https://connect.mheducation.com> | | | | | | | | | | | | | | | | | | | | | |
| 1. References from the Library (<http://www.ac-knowledge.net/uobv3/>): SAGE journals, Emerald, Taylor & Francis Online, and Oxford Academic Journal. | | | | | | | | | | | | | | | | | | | | | |
| 1. Other learning resources used (e.g. e-Learning, field visits, periodicals, software, etc.):   Students are encouraged to look for and read various international and professional publications related to organization behavior, such as, Journal of Organizational Behaviour, Journal of Management Studies, Harvard Business Review, People Management, Employee Relations, Academy of Management Review, Journal of Organizational Behavior Management, Journal of Applied Behavioral Science, and Journal of Applied Psychology. | | | | | | | | | | | | | | | | | | | | | |
| 1. Course description (as per the published):   Human factors in management: organizational and personal goals; job satisfaction and productivity, contribution of the behavioral sciences to management functions and processes with special reference to employee motivation; management of change and organizational development. | | | | | | | | | | | | | | | | | | | | | |
| 1. Course Intended Learning Outcomes (CILOs): | | | | | | | | | | | | | | | | | | | | | |
| CILOs | | | | | *Mapping to PILOs* | | | | | | | | | | | | | | | | |
| Learning goals | | | | | a. Knowledge | | b. Globalization | | | | | c. Skills | | d. Communication | | | | e. Competencies | | f. Values | |
| Learning objectives | | | | | a1: General Knowledge | a2: Specific knowledge | b1: International cross-cultural | | b2: Global Perspective | | | c1: Thinking skills | c2: Analytical skills | d1: Communication (Writing) | | d2: Communication (Oral) | | e1: Leadership skills | e2: Teamwork | f1: Ethics | f2: Social responsibility |
| 1. Explain the effect of personality, attitudes, and perceptions on individuals and other’s behaviors in organizational settings. | | | | | 🗸 | 🗸 |  | |  | | | 🗸 | 🗸 |  | |  | |  |  | 🗸 |  |
| 2. Discuss groups management for high performance by exposing theoretical and practical knowledge of group dynamics and effective team building. | | | | | 🗸 |  |  | |  | | | 🗸 | 🗸 |  | |  | |  | 🗸 |  |  |
| 3. Define conflict and discuss negotiation activities in the workplace. | | | | | 🗸 |  |  | |  | | | 🗸 | 🗸 |  | |  | |  |  |  |  |
| 4. Describe how organizational cultures are formed and sustained, and the benefits and liabilities of strong organizational cultures and subcultures. | | | | | 🗸 |  | 🗸 | |  | | | 🗸 | 🗸 |  | |  | |  |  |  |  |

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| 1. Course assessment: | | | | |
| *Assessment Type* | *Details/ Explanation of Assessment in relation to CILOs* | *Number* | *Weight* | *Date(s)* |
| Continuous Assessment (2-hour) | * 3-2-1 Countdown * One minute paper * Pop up quiz * Video assignment * Personal autobiography   CILOs (1, 2, 3, & 4) | 5 | 15 % | During lecture time |
| Engagement Activities (1-hour) | Discussion Board  CILOs (1, 2, 3, & 4) | 5 | 15 % | During tutorial time |
| Practical |  |  | % |  |
| Examinations  (Respondus) | **Midterm Exam**  ***Chapters:*** 1, 2, & 3  ***Type of questions:*** MC, T/F, short answers, & case study analysis  ***CILOs:*** (1) | 1 | 30 % | Will be announced during the semester by College of Business Administration Exam Schedule |
| Projects/Case Studies |  |  | % |  |
| Final Examination  (Respondus) | ***Chapters:*** 4, 8,9,11, & 14  ***Type of questions:*** MC, T/F, short answers, & case study analysis  ***CILOs:*** (1, 2, 3, & 4) | 1 | 40% | **Date:** 2nd June 2021  **Time:** 08:30 – 10:30 am |
| Total |  |  | 100% |  |

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| 1. Description of Topics Covered | | |
| *Topic Title*  *(e.g. chapter/experiment title)* | | *Description* |
| Chapter 1: Introduction to the Field of Organizational behavior. | | Define organizational behavior and organizations. Explain why organizational behavior knowledge is important for you and for organizations. Discuss the anchors on which organizational behavior knowledge is based. Summarize the workplace trends of diversity and the inclusive workplace, work–life integration, remote work, and emerging employment relationships. Describe the four factors that directly influence individual behavior and performance. Summarize the five types of individual behavior in organizations. |
| Chapter 2: Individual Differences: Personality and Values | | Define personality and discuss how the Big Five personality factors relate to workplace behavior and performance. Describe the dark triad of personality and the MBTI types and discuss their implications for organizational behavior. Summarize Schwartz’s model of individual values and discuss the conditions where values influence behavior. Describe four ethical principles and discuss three factors that influence ethical behavior. |
| Chapter 3: Perceiving Ourselves and Others in Organizations | | Describe the self-concept characteristics and processes, and explain how each affects an individual’s behavior and well-being. Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process. Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false consensus, primacy, and recency effects influence the perceptual process. Discuss three ways to improve perceptions, with specific application to organizational situations. |
| Chapter 4: Workplace Emotions, Attitudes, and Stress | Explain how emotions and cognition (conscious reasoning) influence attitudes and behavior. Discuss the dynamics of emotional labor and the role of emotional intelligence in the workplace. Summarize the consequences of job dissatisfaction, as well as strategies to increase organizational (affective) commitment. Describe the stress experience and review four major stressors. Identify five ways to manage workplace stress. | |
| Chapter 8: Team Dynamics | Discuss the benefits and limitations of teams and explain why employees join informal groups. Outline the team effectiveness model and discuss how task characteristics, team size, and team composition influence team effectiveness. Discuss how the four team processes — team development, norms, cohesion, and trust — influence team effectiveness. Discuss the characteristics and factors required for the success of self-directed teams and remote teams. | |
| Chapter 9: Communicating in Teams and Organizations | Explain why communication is important in organizations, and discuss four influences on effective communication encoding and decoding. Compare and contrast the advantages and disadvantages of digital written communication channels, other verbal communication channels, and nonverbal communication. Discuss the relevance of synchronicity, social presence, social acceptance, and media richness when choosing the preferred communication channel. Discuss various barriers (noise) to effective communication, including cross-cultural and gender-based differences in communication. Explain how to get your message across more effectively, and summarize the elements of active listening. | |
| Chapter 11: Conflict and Negotiation in the Workplace | Define conflict and debate its positive and negative consequences in the workplace. Distinguish task from relationship conflict and describe three strategies to minimize relationship conflict during task conflict episodes. Diagram the conflict process model and describe six structural sources of conflict in organizations. Outline the five conflict-handling styles and discuss the circumstances in which each would be most appropriate. Apply the six structural approaches to conflict management and describe the three types of third- party dispute resolution. Discuss activities in the negotiation preparation, process, and setting that improve negotiation effectiveness. | |
| Chapter 14: Organizational Culture | Describe the elements of organizational culture and discuss the importance of organizational subcultures. Describe four categories of artifacts through which corporate culture is deciphered. Discuss the importance of organizational culture and the conditions under which organizational culture strength improves organizational performance. Describe five strategies for changing and strengthening an organization’s culture, including the application of attraction–selection–attrition theory. | |

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| 1. Weekly Schedule | | | | | |
| *Week* | *Date* | *Topics covered* | *CILOs* | *Teaching Method* | *Assessment* |
| *1* | 7-11 Feb | Welcome to class notes, online rules, and introduction |  | *2-hour lecture:* |  |
| *1-hour lecture* |
| *2* | 14-18 Feb | **Chapter 1:** Introduction to the Field of Organizational behavior {LO1, LO2, LO3} | 1 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Midterm Exam |
| *1-hour lecture* |
| *3* | 21-25 Feb | Continue **chapter 1**{LO4, LO5, LO6} | 1 | *2-hour lecture:* |
| *1-hour lecture* |
| *4* | 28 Feb-4 Mar | **Chapter 2:** Individual Differences: Personality and Values {LO1, LO2} | 1 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Midterm Exam |
| *1-hour lecture* |
| *5* | 7-11 Mar | Continue **chapter 2** {LO3, LO4} | 1 | *2-hour lecture:* |
| *1-hour lecture* |
| *6* | 14-18 Mar | **Chapter 3:** Perceiving Ourselves and Others in Organizations {LO1, LO2, LO3, LO4} | 1 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Midterm Exam |
| *1-hour lecture* |
| *7* | 21-25 Mar | **Chapter 4:** Workplace Emotions, Attitudes, and Stress {LO1, LO2} | 1 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Final Exam |
| *1-hour lecture* |
| *8* | 28 Mar-1 Apr | Continue **chapter 4** {LO3, LO4, LO5} | 1 | *2-hour lecture:* |
| *1-hour lecture* |
| *9* | 4-8 Apr | Mid-Semester Break | | | |
| *10* | 11-15 Apr | **Chapter 8:** Team Dynamics {LO1, LO2, LO3, LO4} | 2 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Final Exam |
| *1-hour lecture* |
| *11* | 18-22 Apr | **Chapter 9:** Communicating in Teams and Organizations {LO1, LO2, LO3, LO4, LO5} | 2 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Final Exam |
| *1-hour lecture* |
| *12* | 25-29 Apr | **Chapter 11:** Conflict and Negotiation in the Workplace {LO1, LO2, LO3} | 3 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Final Exam |
| *1-hour lecture* |
| *13* | 2-6 May | \* Labor Day 1st May  Continue **chapter 11**{LO4, LO5, LO6} | 3 | *2-hour lecture:* |
| *1-hour lecture* |
| *14* | 9-13 May | **Chapter 14:** Organizational Culture {LO1, LO2}  \* Eid al-Fitr 12-16 May | 4 | *2-hour lecture:* | * Continuous Assessment * Engagement Activities * Final Exam |
| *1-hour lecture* |
| *15* | 16-20 May | \* Eid al-Fitr 12-16 May  Continue **chapter 14**{LO4, LO5} | 4 | *2-hour lecture:* |
| *1-hour lecture* |
| *16* | 23-27 May | *Revision*  \* Last day of classes 27 May | | | |