



# ORGANIZATIONAL BEHAVIOR

<b>Course code</b>	<i>MNG107</i>
<b>Course title</b>	<i>Organizational Behavior</i>
<b>Type of course</b>	<i>Compulsory</i>
<b>Stage of study</b>	<i>Undergraduate</i>
<b>Department in charge</b>	<i>Undergraduate school</i>
<b>Semester</b>	<i>5th</i>
<b>ECTS</b>	<i>6: 20 hours of theory, 28 hours of practice, 112 hours of self-study, 2 hours of consultations.</i>
<b>Coordinating lecturer</b>	<i>dr. Ieva Augutytė-Kvedaravičienė</i>
<b>Studies form</b>	<i>Full-time</i>
<b>Course prerequisites</b>	-
<b>Language of instruction</b>	<i>English</i>

## Course Description

Organizational Behavior is the multidisciplinary field that seeks knowledge of behavior in organizational settings by systematically studying individual, group, and organizational processes. Organizational Behavior has four essential characteristics: (1) the use of the scientific method that informs research; (2) a focus on three levels of analysis; (3) a multidisciplinary perspective that borrows from psychology, sociology, and quality management; and (4) an orientation toward improving organizational effectiveness and the quality of life at work. The dynamic nature of organizations and significant environmental forces have given rise to rapidly developing topics that promise to ensure that OB will continue to be an interesting field of study.

## Course Objectives

The module aims to introduce students to the major organizational concepts and be ready to systematically evaluate and solve problems related to organizational behavior.

<b>Course learning outcomes</b>	<b>Study methods</b>	<b>Assessment methods</b>
<b>Knowledge and its application.</b> Demonstrate and apply critical understanding of the contemporary OB knowledge.	Interactive class and group discussions, workshops, debates, video clips' analysis.	Examination.
<b>Research skills.</b> Gain skills how to synthesize theoretical knowledge of OB and undertake a sustained piece of empirical research.	Business case analysis: theoretical framework development, relevant scientific research examination, the solution proposition aiming to design new possibilities of management.	Business case analysis presentation.
<b>Special abilities.</b> Be able to analyze the organizational capability to perform successfully and provide recommendations for management opportunities.	Business cases in groups and class discussions, debates with guest speakers from leading organizations.	Cases summaries.
<b>Social abilities.</b> Adhere to the principles of professional ethics and citizenship participating in discussions on relevant academic issues. Be able to lead the team and be accountable for its performance.	Group presentations, group discussions, and participation in class and group projects, undertaking team leadership responsibilities and accountability for the team performance.	Business cases analysis presentation and active participation in discussions on theoretical and business cases' issues.
<b>Personal abilities.</b> Develop personal and professional abilities, critical thinking, and creativity.	Critical evaluation of the theories and group members' opinion, management of complicated social situations during business case analysis discussions.	Demonstration of professional behavior, creativity and critical thinking during the class and group discussions.



## Quality management

The quality of the course is assured by the variety of teaching and learning methods, interim knowledge assessment through mini tests, continuous discussions of individual and group work, other assignment results, as well as by supply of learning materials to students.

## Cheating prevention

Individual tasks assigned for homework, which should be presented in a class with the MS PowerPoint technology. During the exam, some assistance is expected from the teaching staff (e.g. PhD students).

## Course Content

An instructor reserves the right to adjust the schedule according to the class progress. If any changes should occur, students will be notified in class.

Week	Topics	Lectures	Seminars	Readings
1	1. The Field of Organizational Behavior	2	2	Ch. 1
2	2. Individual Differences: Personality and Abilities	2	2	Ch. 3
3	3. Emotions and Stress on the Job 4. Work-related Attitudes	2	2	Ch.4,5
4	5. Motivation	2	2	Ch.6
5	6. Organizational Culture	2	2	Ch.14
6	Midterm Exam Homework discussion	2	2	
7	7. Communication in Organizations	2	2	Ch. 8, 9
8	8. Decision making in Organizations	2	2	Ch.10
9	9. Leadership	2	2	Ch.11
10	10. Managing Organization Change	2	2	Ch. 16
11	Case studies		4	
12	Case studies		4	
	<b>Total hours</b>	<b>20</b>	<b>28</b>	

## Course Evaluation

Type of Assignment	Total hrs.	Contribution towards final course grade, %
Midterm exam (lectures 1-6)	33	25
Final exam (lectures 7-10)	33	35
Case study – presentations	23	20
Case study – expertise	23	20
<b>Total:</b>	<b>112</b>	<b>100</b>



## Assignments

1. **Case study analysis.** In case study analysis you seek to explain “why” certain behaviors happened, using appropriate theory, and supplement it with your common sense and scientific articles. The case study analysis counts 20% of the final grade.
2. **Preparation.** Students work in groups of 3 or more to prepare an assigned two case analyses and two ppt. presentations. Each group will be acting in both roles: case analysis presenters’ role and experts’ role. The teams should prepare up to 20 min. Power Point presentation of the assigned cases.

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 and negative consequences. By evaluating costs and benefits, you can possibly modify a potential solution to overcome the negative consequences. It is helpful to look for several consequences. You can employ 4-6 assessment criteria (time, money, human resources, technology and material resources, etc.).
  - 5) **Suggested solution.** Make a decision and provide rationale for it. Making a decision is an important part of the analysis. Tell what your decision is, the possible consequences, and why you selected the decision.
  - 6) **Conclusion.** What are your “lessons learned” from the case? What did you learn by analyzing the case? What theoretical concepts were supported or refuted, and why? Are there any new concepts that are suggested by your analysis?
3. **PP presentation.** The ppt. presentation of a case analysis should be prepared and delivered on the assigned day. Two teams will analyze one case: presenting team and experts’ team. After the presentation of the presenting team, the experts will have to cross examine (at least 4 questions) the presenting group and then present their case analysis of the same case. After the team’s presentation the whole class discussion is welcome. Participation in presenting the case is compulsory, absence without a reason reduces final grade for presentation by 50%.
  4. **Midterm Exam** will cover 1- 6 lectures material and represent **25 %** of the final grade. It will consist of multiple-choice questions and mini cases analysis.
  5. **Exam.** The final examination counts **35%** of the final grade and will cover 7 -10 lectures material. The exam is based on the required readings. The exam will cover all theoretical issues presented in the syllabus and discussed in the workshops, and case analyses discussed in the classes.
  6. **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 **60%** of the final grade. Case analysis presentations cannot be retaken.

## Required Textbook

1. Greenberg, J. and Baron, R.A. (2008). Behavior in Organizations. Prentice Hall International
2. Greenberg, J. and Baron, R.A. (2003). Behavior in Organizations: Understanding and Managing the Human Side of Work. Prentice Hall International.

## Supplementary Readings

1. Burton, R. M., Obel, B., Hakonsson, D.D. (2015) Organizational Design. A step-by-step approach. Cambridge University Press
2. Mullins, L. J. (2006) Essential of Organizational Behaviour. Prentice Hall.
3. Fincham, R., Rhodes, P. (2005) Principles of Organizational Behaviour. Oxford University Press.
4. Buchanan, D. A., Huczynski, A., J. (2010) Organizational Behaviour. Pearson Education
5. Gerard H. Seijts (2006). Cases in Organizational Behavior: SAGE Publications
6. John E. Dittrich, Robert A. Zawacki (1985). Cases in Management and Behavior: People and Organizations. Business Publications, Inc.