



Shanghai Jiao Tong University

AM103 Introduction to Organizational Behavior

Term: May 29 – June 23, 2017

Instructor: Meredith E. David, Ph.D.

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Class Hours: Monday through Friday, 120 minutes each day

Discussion session: 2.5 hours each week

Total Contact Hours: 66 contact hours (45 minutes each, 3000 minutes in total)

Credit: 4 units

Course Description

This course provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees' work life. Conceptual frameworks, case discussions, and skill-oriented activities are applied to course topics which include: motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture. Class sessions and assignments are intended to help participants acquire skills and analytic concepts to improve organizational relationships and effectiveness.

Course Goals

This course aims to improve students' understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance.

After completing this course, students should be able to:

- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- Understand the organizational system, including organizational structures, culture, human resources, and change.

Required Text

Essentials of Organizational Behavior Global Edition (13e) by Robbins and Judge. The textbook's ISBN is 9781292090078.



Grading Policy

Individual Presentations (2) on Key OB Topics	30%
Individual Presentation of Chapter	20%
Participation/Assignments/Debates/Cases	35%
Group Presentation of Assigned Section	15%

Individual Presentations on OB Topic (30%)

Each student will be assigned two specific organizational behavior topics to research and lead the class in discussing. In preparing for your presentation, you may want to:

1. Identify, copy, and read journal articles and newspaper/magazine articles that discuss your OB topics. Include a reference page.
2. Prepare and administer a 10-item Survey Monkey survey to at least 20 students/friends to examine your chosen HR topics.
3. Develop a 15 (or so) slide PPoint presentation to summarize your findings for the class. Email to the class and Dr. David your PPoint 12 hours before your presentation, so each student can bring a copy of your presentation to class. This will enable you to “tell a story” about your HR topic, ie rather than “reading to us your slides.” Do not be a robot upfront reading from slides or notecards in this class!
4. Deliver a 20-minute presentation to the class summarizing your findings and research. Be prescriptive/insightful rather than descriptive/boring in your presentation. THIS IS NOT A WIKIPEDIA REPORT ON AN OB TOPIC; THIS IS A RESEARCH PROJECT.
5. Facilitate class discussion of your OB topic for 10 minutes. Perhaps give the class a handout or copy of the results of your survey. Thus, the max time allotted for each presentation is 30 minutes.

A maximum of two notecards are allowed as part of your presentation because I do not want anyone reading anything to us. Your oral case presentation will be graded on two parts, Content and Delivery. Content includes whether your presentation was informative, insightful, accurate, complete, specific, detailed, error free, and followed the guidelines given above. Delivery includes whether your presentation was interesting, lively, special, upbeat, clear, and followed the guidelines given above. There is no paper to be turned in beyond your PPoint. Each student will give 2 presentations during the semester.

Scan the following magazines and newspapers: Forbes; Business Week; Fortune; Wall Street Journal; USA Today; New York Times. Find journal articles related to you topics in journals such as:

Business Horizons; Academy of Management Perspectives; Journal of Marketing; Harvard Business Review; Advanced Management Journal; Strategy and Leadership; Long Range Planning; Business Horizons



Participation/Assignments/Exercises/Cases/Debates (35%)

This course is designed more as a seminar rather than as a lecture course meaning that the majority of class time will be spent in discussion. Consequently, it is imperative that all students read the chapters in the book prior to class and come to class prepared to engage in lively, relevant discussion. The goal is to allow for student input from work experiences and link these to the content, theories, and topics highlighted in the book. Thus, you are expected to have prepared and be ready to contribute your insights, reflections, and analysis of the readings, incorporating and relating these insights to your own experiences. I encourage and expect discussion, but please do keep in mind that effective and relevant contributions are essential. Participation that simply highlights obvious or trivial facts and fails to add value to the discussion will be treated as non-participation. If you are well-prepared, this should not be a concern. Remember: your preparation not only benefits you, but your classmates!

In-class exercises and/or written and oral presentation assignments will be conducted/assigned from time-to-time throughout the semester in order to highlight certain concepts. These may be individual or group activities and information specific to the activity will be given when assigned. In addition, a “final exam/case” will be assigned the last week of class.

Group Project/Presentations (15%)

The class will be divided into three groups consisting of 3-4 students. The textbook is divided into 4 main sections/parts and teams will be randomly assigned to one of the latter 3 parts.

- Introduction,
- the Individual in the Organization,
- Groups in the Organization, and
- the Organization System.

Group 1 will present on the individual in the organization; Group 2 will present on groups in the organization; and, Group 3 will present on the organization system. The goal and purpose of the group presentations is to clearly summarize the key concepts in the chapters covered within the section. The presentations should be informative, interesting, engaging, and thorough. The presentations should be approximately 30 minutes and, in addition, should include an activity or some form of an interactive and engaging and fun class exercise to help the key concepts come to life for fellow classmates. Team members may hold no more than 1 notecard each. Group presentations will be graded on both content and delivery.



Number grade	Letter grade	GPA
90-100	A	4.0
85-89	A-	3.7
80-84	B+	3.3
75-79	B	3.0
70-74	B-	2.7
67-69	C+	2.3
65-66	C	2.0
62-64	C-	1.7
60-61	D	1.0
≤59	F (Failure)	0

Course Schedule

PART I: INTRODUCTION

May 29th **Intro to the Course, Chapter 1: What is Organizational Behavior?**

PART II: THE INDIVIDUAL IN THE ORGANIZATION

May 30th **Chapter 2: Diversity in Organizations**

Topic 1: How could an understanding of OB contribute to your ability to manage others effectively? How might managers overcome the challenges and opportunities of using OB concepts in the workplace?

Topic 2: Since firms can have only one overall culture for the entire organization, is diversity still a good thing? Or would less diversity contribute better to one overall culture?

May 31st **Chapter 3: Attitudes and Job Satisfaction**

Topic 3: How would you design a pay program that might appeal to new entrants to the workforce? What about mid-level entrants? What are the similarities and differences between these two points in time, and why?

June 1st **Chapters 4-5: Emotions, Moods, Personality, and Values**



Topic 4: It is possible to reliably construct good emotions and moods in people? Why or why not? How might managers use their own emotional intelligence to increase their leadership abilities?

Topic 5: What are the pros and cons of extraversion and introversion for your work life? Can you increase desirable traits?

June 2nd **Prepare Debate Material**

June 5th **In-class Debates!**

June 6th **Chapter 6: Perception and Individual Decision Making**

Topic 6: Describe and explain the relationship between perception and decision making. In addition, explain how creativity is formed and how organizations can foster creativity (if it is indeed something they should foster).

Topic 7: Suppose a worker went out of her way to help the boss complete a project on time. Some of her coworkers saw that behavior and thought she was selfishly trying to curry favor with the boss; others saw her as a great example of how employees should act in a progressive company. Why do these two very different interpretations come about?

June 7th **Chapters 7-8: Motivation Concepts; Motivation Applications**

Topic 8: What are the most important motivational aspects for a manager to keep in mind for managing a small group of employees? Why? As a manager, how would you seek to increase your employees' levels of job engagement?

PART III: GROUPS IN THE ORGANIZATION

June 8th **Team 1 Presentation on The Individual in the Organization; Begin Chapter 9 on Foundations of Group Behavior**

Topic 9: As a manager, how might you set up a work group to minimize the common pitfalls discussed in the chapter? What makes an optimally successful team?



June 9th

Chapters 10-11: Understanding Work Teams, Communication

Topic 10: Are teams a good or bad thing? Should companies always have teams of workers? What are the pros and cons and in what work contexts would teams most likely be effective vs. ineffective?

Topic 11: As a manager of an international work group, what might be the best way to develop a communications strategy for employees who work overseas?

June 12th

Chapter 12: Leadership

Topic 12: Describe the qualities of the ideal leader in terms of the concepts in the chapter. How can one go about creating ethical leadership in organizations? What are some tasks in an organization that a top executive should never delegate to others, and why?

Topic 13: Discuss the different types of leadership, key pros and cons of them and when various types may be more or less effective.

June 13th

Chapter 13: Power and Politics

Topic 14: If a person has more power, is his/her need for politics greater or lesser? Why?

Topic 15: Using concepts from the chapter, discuss how power and politics might differ in a Chinese company compared to a US company.

June 14th

Chapter 14: Conflict and Negotiation

Topic 16: In general, are employee conflicts bad? Why? In what ways could they be constructive?

Topic 17: How might conflict and negotiation within companies based in China differ from that in companies based in the US?

PART IV: THE ORGANIZATION SYSTEM

June 15th

Team 2 Presentation on Groups in the Organization; Begin Chapter 15 on Foundations of Organizational Structure



Topic 18: Do changes in strategy require changes in organizational structure? Why, why not? Explain. Do changes in organizational structure require changes in strategy? Why, why not? Explain.

June 16th **Read Chapter 16; Complete Assignment on Org Structure in Specific Companies/Countries**

June 19th **Presentations on Specific Org Structures/Policies/Cultures**

June 20th **Chapter 16: Organizational Culture**

Topic 19: Which organizational designs are best suited to incorporate employees who work from home? Why? What are the ways you would like to influence an organization's culture? How will you go about making a difference? How do you determine when a line has been crossed between a fun and informal culture and one that is offensive and inappropriate?

June 21st **Chapter 17: Organizational Change and Stress Management Team 3
Presentation on The Organization System**

Topic 20: What are the best ways to prepare employees for organizational change? Support your answers. What are the best organizational responses to employee stress brought on by organizational changes?

June 22nd **Learning Outcomes Project/Case Assignment**

June 23rd **Course Wrap-up**