



上海财经大学

Shanghai University of Finance & Economics

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Shanghai University of Finance & Economics

2019 Summer Program

BUS 310 Organizational Behavior

Course Outline

Class Hours: 16:00-17:50

Course Code: BUS 310

Instructor: Islam Rizvanoghlu

Home Institution: University of Houston

Office Hours: TBA and by appointment

Email: irizvanoghlu@uh.edu

Credit: 4

Class Hours: This course will have 52 class hours, including 32 lecture hours, professor 8 office hours, 8-hour TA discussion sessions, 4-hour review sessions.

Course Description:

Organizational leadership requires a deep, and nuanced, understanding of how individuals behave in organizational settings; effective leaders create environments that are consistent with the fundamentals of human behavior in organizations. This course explores the behavior of people in organizations as individual actors and also as groups. 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. Topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision-making, communication and organizational change and development. Although the course focuses on organizations, the same theories can also be successfully applied to other type of organizations, such as non-profits, sports teams and social groups.

Course Objectives:

Upon completion of this course, students will

- Be able to understand and analyze how organizations and the people within them work.
- Be able to apply OB concepts to real-world problems faced by managers.
- 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.
- Develop their leadership and management potential.
- Work in teams and gain experience in teamwork and cooperation.
- Improve writing skills by learning to write a concise analysis of management cases.

Required Textbooks:

- McShane, Steven and Von Glinow, Mary, *Organizational Behavior* 8th edition, McGraw-Hill.
- You should also purchase this course back to access to the case studies to be covered in the class:

<https://hbsp.harvard.edu/coursepacks/613637>

- Donaldson, Thomas “Values in Tension: Ethics Away Home” (Case 1)
- Thomas, David and Ely, Robin “Making Differences Matter” (Case 2)
- Keeney, Ralph et al “Hidden Traps in Decision Making” (Case 3)
- Kotter, John “What Leaders Really Do” (Case 4)
- Cross, Rob and Prusak, Laurence “People Who Make Organizations Go - or Stop” (Case 5)
- Abrahamson, Eric “Change Without Pain” (Case 6)

Grading & Evaluation:

- **Exams:** There will be a midterm and a final exam. Exams will not be cumulative. The midterm exam will be given at the end of the second week. Each exam will make 30% of your grade, so two exams together will make 50% of your grade.
- **Group Term Project:** The Term Project will make 30% of your grade. The purpose of the project is to give your team an opportunity to apply what has been learned in the course to problems in an organization of your team's choice. Class members will work in teams of four people. Your team should answer the following questions in the assignments detailed below.
 - a) What are the issues or problems facing the organization?
 - b) What course concepts can be applied to understand why this problem is occurring?
 - c) What recommendations can you offer to help improve organizational functioning?
- **Class Discussions:** Summer classes are intensive and require hard work and diligence. Attending classes is essential for mastering the concepts presented during lectures and actively participate during class discussion. Class participation will be 20% of the student grade.

94-100 = A 90-93 = A- 86-89 = B+ 82-85 = B 80-82 = B- 76-79 = C+ 72-75 = C 70-72 = C- 66-69 = D+ 62-65 = D 60-62 = D- Below 60 = F



Course Schedule

Week1

Chapter 1: Introduction to the Field of Organizational Behavior

Chapter 2: Individual Behavior, Personality, and Values

Chapter 3: Perceiving Ourselves and Others in Organizations

Chapter 4: Workplace Emotions, Attitudes, and Stress

Discussion: HBR Case 1 & 2

Week2

Chapter 5: Foundations of Employee Motivation

Chapter 7: Decision Making and Creativity

Chapter 8: Team Dynamics

Discussion: HBR Case 3

Midterm Exam

Week3

Chapter 9: Communicating in Teams and Organizations

Chapter 10: Power and Influence in the Workplace

Chapter 11: Conflict and Negotiation in the Workplace

Chapter 12: Leadership in Organizational Settings

Discussion: HBR Case 4 & 5

Week4

Chapter 13: Designing Organizational Structures

Chapter 14: Organizational Culture

Chapter 15: Organizational Change

Discussion: HBR Case 6

Final Exam