

# **ADMS** | **Advanced Diploma in Management Studies Programme**

<b>Course Name</b>	<b>: Organizational Behaviour</b>
<b>Course Code</b>	<b>: 65</b>
<b>Basic Course / Optional Course / Compulsory Course</b>	<b>: Basic Course</b>
<b>QF Level</b>	<b>: 4</b>
<b>No. of QF Credit</b>	<b>: 9</b>
<b>Mode of Tuition</b>	<b>: Sectional approach</b>
<b>Class Contact Hours</b>	<b>: 30 hours</b>

## **Brief Course Description**

This course aims to provide participants with the knowledge and skills required to diagnose different behavioural situations, and the necessary techniques in influencing and controlling the behaviour of employees in their organizations.

## **Objective**

This course integrates with the other courses of the programme in relation to motivating and leading subordinates to achieve specific goals. It facilitates participants with the knowledge to analyse behavioural situations in organizations and the skills to respond in the appropriate fashion. It also provides fundamental basis for the courses of Training and Development Management, and Human Resources Management in Part II and Business Strategy and Management Project in Part III of the programme.

## **Course Intended Learning Outcomes (CILO)**

On completion of this course, students will be able to:

CILO 1: identify the basic concepts, principles and practices associated with organizational behaviour.

CILO 2: apply knowledge gained in this course to understand and analyse how individual, group and organizational factors influence work-related behaviour and organization outcomes and respond to behavioural situations in organizations.

CILO 3: comprehend the importance of the relationships between individual, group and organizational behaviour.

CILO 4: distinguish between different types of motivational theories and identify problems associated with their implementation.

CILO 5: identify and apply the model of group effectiveness in group work.

CILO 6: explain the differences between leadership and management and apply leadership theories in organizational issues.

CILO 7: discuss organizational culture, change, stress and apply approaches in connection with stress management to organizational issues.

### **Measurement of Learning Outcomes**

1. Group discussions and presentations on special topics assess student's understanding of human behaviour and group dynamics in organizations. [CILO 2, 3, 4, 5]
2. Class activities and case analysis assess student's ability to identify and apply appropriate motivation and leadership theories in different organizational situations. [CILO 4, 5]
3. In-class interactive exercises assess student's skills in responding to real world behavioural situations such as group behavior in organization. [CILO 4, 5, 6]
4. Final examination, mid-term test and short essays assess comprehension of, and ability to explain, analyse and apply concepts and theories of human behaviour at work. [CILO 1, 2, 3, 4, 5, 6, 7]

### **Indicative Content**

Introduction to Organizational Behaviour

Contributing Disciplines to the OB Field. Developing an OB Model.

Individual Behaviour

Biographical Characteristics. Ability, Values, Attitudes, Job Satisfaction, Personality and Perception.

Motivation Theories and Application

Early Theories of Motivation. Contemporary Theories of Motivation. Different Motivation Applications.

Group Behaviour

Stages of Group Development. Group Structure.

Leadership Theories

Trait Theories. Behavioural Theories. Contingency Theories. Contemporary Issues in Leadership.

#### Power and Political

Contrasting Leadership and Power. Dependency. Power Tactics.

#### Conflict

Transitions in Conflict Thought. Functional Vs. Dysfunctional Conflict. The Conflict Process.

#### Organizational Culture

Culture's Functions. Creating and Sustaining Culture. How Employees Learn Culture.

#### Organizational Change

Forces for Change. Managing Planned Change. Resistance to Change. Approaches to Managing Organizational Change.

#### Work Stress

Potential Sources of Stress. Individual Differences. Consequences of Stress.

### Teaching Method / Class Activities

Theoretical inputs, research results, and applications are introduced during class. Opportunities are provided for group discussions on central ideas in literature and students can develop and apply the general principles in student-centred activities which will include games and case studies, etc.

### Weighting of Assessments:

Group Discussion and Presentation	5%
Class Activities and Case Analysis	5%
In-class Interactive Exercises	10%
Mid-term Test	20%
Final Examination	60%
Total	100%

### Textbook

Robbins, S.P. & Judge, T.A., 2016. *Organizational behavior, global edition*. 17th ed. Edinburgh Gate: Pearson Education.

**NOTIONAL LEARNING HOURS (NLHs) AND QF CREDIT OF THE COURSE**

		Learning outcomes	Contact hours (a)	Self-study hours (b)	Total hours (a+b)
<b>Learning and teaching activity</b>					
1	Lecture	CILO1,2,3,4,5,6,7	23	46	69
2	Tutorial				
3	Practical work (laboratory, workshop, etc.)				
4	Online, distance and blended learning				
5	Internship / placement / fieldwork				
6	Others				
<b>Assessment</b>					
7	Exercise	CILO 2,3,4,5,6	5	10	15
8	Project				
9	Test / examination / assessment activities	CILO1,2,3,4,5,6,7	4		4
10	Others				
Total NLHs					88
QF credit = Total NLHs/10					9