

SUMMARY OF INFORMATION ON EACH COURSE

1.	Name of Course	Organisational Behaviour	
2.	Course Code	TOB2221	
3.	Status of Course [Applies to (cohort)]	Specialisation Core for B.IT (Hons) Information Technology Management	
4.	MQF Level/Stage Note : <i>Certificate – MQF Level 3</i> <i>Diploma – MQF Level 4</i> <i>Bachelor – MQF Level 6</i> <i>Masters – MQF Level 7</i> <i>Doctoral – MQF Level 8</i>	Bachelor – MQF Level 6	
5.	Version (State the date of the Senate approval – history of previous and current approval date)	Date of previous version :	June 2014
		Date of current version :	April 2016
6.	Pre-Requisite	None	
7.	Name(s) of academic/teaching staff	Leow Meng Chew	
8.	Semester and Year offered	Trimester 2, Year 2	
9.	Objective of the course in the programme : The purpose of this course is to provide a conceptual and empirical understanding of the structure and human behaviours both as individual and groups within organizations.		
10.	Justification for including the course in the programme : This subject addresses the influence that individuals, groups and organizational structure have on behaviour within organizations. It enables students to isolate important aspects of the manager's job and offers specific perspectives on the human side of management. Students are exposed to human behaviour, change, leadership, and teams – which are essential to perform effectively in a managerial role.		
11.	Course Learning Outcomes :	Domain	Level
	LO1 To develop an understanding of the managerial functions and systems as well as interpersonal communication and team work in an organisation.	Cognitive	Level 1

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	LO2 To demonstrate an ability to employ conceptual and analytical tools towards solving human behavioural problems within organizations	Cognitive				Level 2				
	LO3 To develop the ability to diagnose and analyse organizational problems and recommend appropriate courses of action.	Cognitive				Level 4				
	LO4 To develop analytical skills for predicting individual behaviour within the working environment.	Cognitive				Level 4				
12.	Mapping of Learning Outcomes to Programme Outcomes :									
	Learning Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
	LO1	X						X	X	
	LO2	X						X	X	
	LO3	X						X	X	
	LO4	X						X	X	
13.	Assessment Methods and Types :									
	Method and Type	Description/Details						Percentage		
	1. Quizzes	Quizzes						10%		
	2. Assignment	Assignments						20%		
	3. Test	Written examination						20%		
	4. Final Examination	Written examination						50%		
14.	Mapping of assessment components to learning outcomes (LOs)									
	Assessment Components	LO1	LO2	LO3	LO4					
	Assessment 1. Quizzes				50					
	Assessment 2. Assignment			33.3	50					
	Assessment 3. Test	50	33.3	33.3						
	Assessment 4. Final Examination	50	33.3	33.3						
15.	Details of Course									
	Topics				Mode of Delivery (eg : Lecture, Tutorial, Workshop, Seminar, etc.) Indicate allocation of SLT (lecture, tutorial, lab) for each subtopic					
					Lecture			Tutorial		

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<p>INTRODUCTION TO THE FIELD OF ORGANIZATIONAL BEHAVIOUR</p> <ul style="list-style-type: none"> • Definition of organizational behaviour • Reasons for studying organizational behaviour • Trends in organizational behaviour • Diagram on organizations for an open systems view • Definition of knowledge management and intellectual capacity • Ways for the organizations to acquire knowledge 	2	1
<p>INDIVIDUAL BEHAVIOR AND LEARNING ORGANIZATIONS</p> <ul style="list-style-type: none"> • Factors that influence individual behaviour and performance • Types of work-related behaviour • Definition of learning • A-B-C model of organizational behaviour modification • Elements of effective feedback • Features of social learning theory • The value of learning through experience 	2	1
<p>EMPLOYEE MOTIVATION</p> <ul style="list-style-type: none"> • Theories of motivations • Content and process theories • Management implications of expectance theory • Employees' reaction to inequity • Characteristics of effective goal setting • Applied motivation practices 	2	1

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<p>STRESS MANAGEMENT, AND PERCEPTION AND PERSONALITY IN ORGANIZATIONS</p> <ul style="list-style-type: none"> • Definition of stress and description of stress experience • Stress process • Types of stresses in the workplace • Stress level and effects of stress • Ways to manage workplace stress • Perceptual process • Self-fulfilling property process • Objectives and limitations of diversity management programs • Johari window improve our perception • “Big Five” personality dimension • Psychological dimensions identified by Juns and measured in the Myers-Briggs type indicator 	2	1
<p>WORKPLACE EMOTIONS, VALUES AND ETHICS</p> <ul style="list-style-type: none"> • Linkages between emotions and behaviour • Job satisfaction model • The effect of job satisfaction on task performance and customer service • Strategies to increase organizational commitment • Conditions for and problems with emotional labour • Dimensions of emotional intelligence • Values that vary across culture • Ethical principles and other factors influencing ethical behaviour 	2	1

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	<p>COMMUNICATING IN ORGANIZATIONAL SETTINGS</p> <ul style="list-style-type: none"> • Communication and communication process diagram • Relationships between non-verbal communication with emotional labour and emotional contagion • Conditions on requiring a channel with high data-carrying capacity • Communication strategies in organizational hierarchies • Key features of persuasive communication 	2	1
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	<p>TEAM DYNAMICS, AND EMPLOYEE INVOLVEMENT AND QUALITY MANAGEMENT</p> <ul style="list-style-type: none"> • Definition of teams • Distinguish the developmental teams from team-based organizations • Team effectiveness model • Elements of organizational and team environmental that influence team effectiveness • Influences of the team's task • Composition, and size on team effectiveness • Stages of team development • Factors that shape team norms • Factors that influence team cohesiveness • Limitations of teams • Types of tem building • The different forms and levels of employee involvement • Open book management • Features of self-directed work teams • Socio-technical systems theory • Potential benefits and challenges of employee involvement • Quality management principle • Key features of benchmarking and concurrent engineering • Limitations of quality management 	4	2
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<p>DECISION MAKING IN ORGANIZATIONS, AND ORGANIZATIONAL POWER AND POLITICS</p> <ul style="list-style-type: none"> • Decision making model • Problems and opportunities in decision making • Challenging in choosing the best alternatives • Causes of escalation commitment to a poor decisions • Creativity in decision making • Structures for team decisions making • Power in organization • Outcomes of power vs. power bases applied • Organizational politics 	3	2
<p>ORGANIZATIONAL CONFLICT AND NEGOTIATION</p> <ul style="list-style-type: none"> • Differences of task-related form socio-emotional conflict • Advantages and disadvantages of conflict in organizations • Sources of organizations conflict • Interpersonal styles of conflict management • Structural approaches to managing conflict • Situational influences on negotiation • Types of third party dispute resolution 	2	1

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<p>ORGANIZATIONAL LEADERSHIP, AND ORGANIZATIONAL CHANGE DEVELOPMENT</p> <ul style="list-style-type: none"> • Definition of leadership and leadership styles • Theory of leadership • Fiedler’s contingency model of leadership • Transactional vs. transformational leadership • Forces for change in the business environment • Elements of Lewns’s force field analysis model • Strategies to minimize resistance to change • Role of change agents • Organizational development 	3	1
<p>ORGANIZATIONAL CULTURE</p> <ul style="list-style-type: none"> • Elements and functions of organizational culture • Categories of artefacts through which corporate culture is communicated • Effect of organizational culture on business ethics • Strategies for merging organizational cultures • Strategies to strengthen an organization’s culture 	2	1
<p>ORGANIZATIONAL STRUCTURE AND DESIGN</p> <ul style="list-style-type: none"> • Fundamental requirements of organizational structures and design • Functional structures • Divisional structures • Matrix structure • Team-based organizational structures • Network structures 	2	1
Total Student Learning Time (SLT)	Face to Face / Guided Learning	Independent Learning
Lecture	28	28

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	Tutorials	14	14
	Laboratory/Practical	0	0
	Presentation	0	0
	Assignment	0	11
	Mid Term Test	1	5
	Final Exam	2	15
	Sub Total	45	75
	Total SLT	120	
16.	Credit Value	3	
17.	Reading Materials :		
	Textbooks		
	McShane, S. and Von Glinow, M. (2015), Organizational Behavior: Emerging Knowledge. Global Reality, 7/e, McGraw-Hill.		
	Reference Material (including 'Statutes' for Law)		
	Scandura, T.A. (2015), Essentials of Organizational Behavior: An Evidence-Based Approach, 2/e, SAGE.		
	Elsbach, K.D., Kayes, A., Kayes, D.C. (2015), Contemporary Organizational Behavior: From Ideas to Action, Pearson Education.		
	Griffin, R.W., Phillips, J.M., Gully, S.M. (2015), Organizational Behavior: Managing People and Organizations, Cengage Learning.		

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	Appendix (to be compiled when submitting the complete syllabus for the programme) : <ol style="list-style-type: none"> 1. Mission and Vision of the University and Faculty 2. Programme Objectives or Programme Educational Objectives 3. Programme Outcomes (POs) 4. Mapping of POs to the 8 MQF domain 5. Summary of the Bloom's Taxonomy's Domain Coverage in all the Los in the format below : 			
	Learning Outcomes (please state the learning Outcomes)	Bloom's Taxonomy Domain		
		Affective	Cognitive	Psychomotor
ABC1234	Learning Outcome 1			
	Learning Outcome 2			
	Learning Outcome 3			
	Learning Outcome 4			
DEF5678	Learning Outcome 1			
	Learning Outcome 2			
	Learning Outcome 3			
	Learning Outcome 4			
	<ol style="list-style-type: none"> 6. Summary of LO to PO measurement 7. Measurement and Tabulation of result for LO achievement 8. Measurement Tabulation of result for PO achievement 			