



Course Syllabus

Course Code	Course Title	ECTS Credits
MBAN-767DE	Human Resources & Organizational Development	6
Prerequisites	Department	Semester
MBAN-610DE	School of Business	Fall, Spring
Type of Course	Field	Language of Instruction
Concentration	Human Resources Management	English
Level of Course	Lecturer(s)	Year of Study
2 nd Cycle	Prof. Maria P. Michailidis	1 st or 2 nd
Mode of Delivery	Work Placement	Corequisites
Distance Learning	N/A	None

Course Objectives:

The main objectives of the course are to:

- Analyze data both primary and secondary for resolving an issue(s) directly related to organizational behavior and organizational development.
- Develop competencies, together with intrapersonal and interpersonal skills, through participation in a group project related to current issues on organizational behaviour and organizational development.
- Analyze the importance of measuring of the effectiveness of organizational behavior and organizational development.
- Discuss the importance of critical thinking and problem solving in issues related to organizational behavior.
- Analyze the importance of creativity and innovation in organizational behavior and organizational development.
- Discuss the importance of best change tactics in organizational behavior to prepare for the future.
- Critically evaluate the work of others both in class settings as well as in out of class environments.
- Develop a range of core (or transferable) skills, including: communication - orally and in writing problem – solving learning to learn (use of resources) and team-working to confidently interact with others in a number of organizational settings.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Examine individual behaviour, values and personality
2. Appraise the role of: learning, emotions, attitudes, and motivation in organizations
3. Analyse high performance team development and explore the foundations of team dynamics
4. Support the role of communication in teams and organizations
5. Compare power and influence in organizations
6. Investigate the difference between equity and equality from a coalition formation perspective
7. Differentiate the differences in leadership in organizational settings
8. Analyse organizational structure and design
9. Select, support and develop applied performance practices and stress management
10. Examine the dynamics of organizational change and appraise major issues in organizational change

“Details on the contribution of the course’s learning outcomes towards the learning goals / competencies and learning objectives of the programme are included in the curriculum map of each programme”.

Course Content:

1. What is Organizational Behavior: Explain the concept of organizational behavior and describe the goals of the field, describe what managers do to accomplish goals. Describe the contemporary contingency approach to management.
2. Foundations of Individual Behavior: Define personality and discuss its general role in influencing organizational behavior. Describe the dispositional, situational, and interactionist approach to organizational behavior. Discuss the Five-Factor Model of personality and others.
3. Values, Attitudes and Job Satisfaction: Describe how people form attributions and biases in attribution. Discuss the concepts of workforce diversity and valuing diversity. Discuss how racial, ethnic, gender and age stereotypes affect organizational behavior and what organizations can do to manage diversity.
4. Personality and Emotions: Discuss the concepts of workforce diversity and valuing diversity. Discuss how racial ethnic, gender and age stereotypes affect organizational behavior and what organizations can do to manage diversity.
5. Perception and Individual Decision-Making: Define attitudes and explain how people develop and change attitudes. Explain the concept of job satisfaction and discuss some of its key contributors, including discrepancy, fairness, disposition, mood and emotion in promoting job satisfaction.

6. Motivation Concepts and Applications: Define motivation, discuss its basic properties and distinguish it from performance. Compare and contrast intrinsic and extrinsic motivation. Explain and discuss the different factors that predict performance and define general cognitive ability and emotional intelligence. Explain and discuss need theories of motivation.
7. Understanding Group Behavior and Teams Communication: Define groups and distinguish between formal and informal groups. Review how norms, roles and status affect social interaction.
8. Power and Politics: Define power and review the bases of individual power. Explain how people obtain power in organizations. Define organizational politics and discuss its various forms. Define ethics and review the ethical dilemmas that managers face. Define sexual harassment.
9. Conflict and Organization Structure: Define interpersonal conflict and review its causes in organizations. Explain the types of conflict and the process by which conflict occurs. Discuss the various modes of managing conflict. Review a range of negotiation techniques.
10. Organizational Change and Stress Management: Explain the environmental forces that motivate organizational change and describe the factors that organizations can change. Describe the basic change process and the issues that require attention at various stages of change. Explain how organizations can deal with resistance to change. Define organizational development and discuss its general philosophy.

Learning Activities and Teaching Methods:

1. Faculty Lectures
2. Directed and Background Reading
3. Case Study Analysis
4. Academic Paper Discussion
5. Simulations
6. Webex Meeting

Assessment Methods:

Project, Final Exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
M:Organizational Behavior, 4 th edition	McShanes & Von Glinow M	McGraw Hill	2018	9781259927676

Recommended Textbooks / Readings:

Articles from the: Journal of Organizational Behavior,
Journal of Organizational Behavior Management,
Trends in Organizational Behavior, Fortune and Business Week