



UNIVERSIDAD  
**esan**

# Human Behavior in Organizations Syllabus

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August – december 2015

**III Cycle**

**Simon Dolan**

## I. General Course Data

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Course Name : Human Behavior in Organizations  
Requirement : General Administration  
Credits : 3

Code : 03065  
Semester : 2015-II  
Cycle : III-IV

## II. Summary

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This subject matter introduces the student to the theory and practice of organizational behavior, as a base to enhance productive individual and group performance in organizations.

It focuses on important psychological topics such as: perception, motivation, personality, learning, group theory, conflict and leadership. It also covers administrative strategies like conflict resolution, stress management, decision making, effective power management, production of work teams, change facilitation and organizational development.

## III. Learning Outcomes

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By the end of this course students should be able to:

1. Provide a cursory overview of research methods that are used in organizational behavior.
2. Understand individual behavior themes such as personality, attitudes, social perception and the motivation process, and the Theory of Experiential Learning and individual preferred learning styles
3. Understand group and team behavior and describe various decision-making models and how this affects behavior, creativity and innovation in groups (or teams)
4. Discuss the emergent areas of macro organizational concerns such as stress, change, diversity and cross cultural issues

## IV. Methodology

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This course is held in the form of online courses. The course provides the students with the tools and knowledge necessary to deliver an online course using one or more online methods.

This course is designed to provide a historical and fundamental overview of organizational behavior. We have designed this course to maximize learning by incorporating both theoretical and practical exercises for the student.

This Online course content will be comprised of points from quizzes, cases, exams, and forum assignments. Quizzes and Cases must be completed **ONLY AFTER** you read the chapter and watched the video for the same chapter. Quizzes can be taken in either the "Assignments and Tests" tab or the SUMMARY section of each chapter. Cases can be completed in either the "Assignments and Tests" tab or the CASES & EXERCISES section of each chapter.

### Additional notes about the course:

1. All assignments and quizzes can be found under the "Assignments and Tests" assignment in Snap. If you have any questions regarding the course material, please email Dr.Dolan, if you need help using the website, please contact teaching assistant Kaden Comadena (kaden@ghealliance.com).
2. All videos can be found at the beginning of each chapter, as well as in the "Materials" tab. These videos set up each chapter. It is encouraged to watch each video before reading the textbook chapter, in each video I highlight specific concepts to look for during your reading.
3. All quizzes are open-book, meaning that you can use your text to take the quizzes. I do, however, strongly recommend both reading and watching the videos before each quiz is taken.
4. The final is not cumulative. In other words, the midterm will cover chapters 1 - 7 and the final will cover chapter 9 - 13.
5. Prepare for the midterm and final by taking the "Check your Mastery" True/False and Multiple Choice questions at the end of each chapter in the book , and applied two Graded assignment, one in 5<sup>o</sup>week, and the second on 13<sup>o</sup>week
6. Both the quizzes and the midterm and final can be found under the "Activities" tab. There is no time limit on the quizzes.
7. Graded assignments, midterm and final will be applied in UESAN computer lab.
8. While the quizzes are open-book, the graded assignments, midterm and final are closed. In other words, during the graded assignments, the midterm and final, you will not be able to refer to the textbook, Internet, friends, etc.

## **V. Evaluation**

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Grading will be based on the same system that ESAN uses for all of their courses. At the end of the semester, I will email ESAN your score along with other feedback. Grades will be based on the following:

The course considers an accumulative and integrated evaluation which includes the completion of a mid-term exam, a final exam and regular assignments. The latter is called Permanent Evaluation Grade (PEG) and weighs 60% of the final grade. It involves quizzes, graded assignments, cases and a forum. **None of these grades will be cancelled nor substituted.**

The final grade (**FG**) will be calculated using the following formula:

$$\mathbf{FG} = (0.20 \times \mathbf{MT}) + (0.20 \times \mathbf{FE}) + (0.60 \times \mathbf{PEG})$$

**MT** = Mid-Term Exam  
**FE** = Final Exam  
**PEG** = Permanent Evaluation Grade

PERMANENT EVALUATION GRADE (60% os FG)		
Type	Description	Weight
Quizzes	13 quizzes	25%
Graded assignments	2 graded assignments	30%
Cases	13 cases	25%
Forum	Forum participation	20%

## VI. Contents and learning activities

This is the basic outline of the course. Follow this order:

WEEK	CONTENTS	ACTIVITIES/ ASSESSMENT
<b>1°</b> August 24th - 29th	What is organizational behavior?	Read Chapter 1 - Take Chapter 1 Quiz. Complete Case: 1 - Stop Talking: My Tape's Run Out!
<b>2°</b> August 31th – 05th	Understanding individual behavior in organizations	Read Chapter 2 and watch video on "Individual Behavior" - Take Chapter 2 Quiz. Complete Case - 2 Fringe Benefits:
<b>3°</b> September 07th- 12th	Motivating People in a global environment	Read Chapter 3 and watch video on "Motivating People" - Take Chapter 3 Quiz. Complete Case: 3 - If the Hat Fits, Wear It
<b>4°</b> September 14th – 19th	Managing work groups and team cases and exercises	Read Chapter 4 and watch video on "Groups and Teams" - Take Chapter 4 Quiz. Complete Case: 4 - Team Me Up, Scotty
<b>5°</b> September 21th – 26th	Leadership and Executive coaching: the keys to success	Read Chapter 5 and watch video on "Leadership" - Take Chapter 5 Quiz. Complete Case: 5 - Problems at Cop Shop  <b>First Graded Assignment - topics from week 1 to 4 in UESAN.</b>

<p><b>6°</b> <i>September 28th – October 03th</i></p>	<p>Enhancing effective communication in organizations</p>	<p>Read Chapter 6 and watch video on "Communication" - Take Chapter 6 Quiz. Complete Case: 6 - Read My Memo</p>
<p><b>7°</b> <i>October 05th – 10th</i></p>	<p>Managing power and conflict in the workplace</p>	<p>Read Chapter 7 and watch video on "Power and Conflict" - Take Chapter 7 Quiz. Complete Case: 7 - Evaluating Evaluations</p>
<p><b>8°</b> <i>October 12th – 17th</i></p>	<p><b>MID-TERM EXAMS (Includes chapters 1-7)</b></p>	
<p><b>9°</b> <i>October 19th – 24th</i></p>	<p>Understanding decision making processes in the international arena</p>	<p>Read Chapter 8 and watch video on "Decision-Making Process" - Take Chapter 8 Quiz. Complete Case: 8 - What to Do With Hangover Harry</p>
<p><b>10°</b> <i>October 26th – 31th</i></p>	<p>Managing stress and enhancing well-being at work</p>	<p>Read Chapter 9 and watch video on "Stress" - Take Chapter 9 Quiz. Complete Case: 9 - Stressed to the Limit in Metro Hospital</p>
<p><b>11°</b> <i>November 02th – 07th</i></p>	<p>Managing change and culture reengineering: the ABC of managing by values</p>	<p>Read Chapter 10 and watch video on "Change" - Take Chapter 10 Quiz. Complete Case: 10 - Lisbon Air A "Low Cost" Spin of the National Airline</p>
<p><b>12°</b> <i>November 09th – 14th</i></p>	<p>Managing careers in global contexts</p>	<p>Read Chapter 11 and watch video on "Managing Careers" - Take Chapter 11 Quiz. Complete Case: 11 - Are You Staying</p>
<p><b>13°</b> <i>November 16th – 21th</i></p>	<p>Managing diversity and cross-cultural issues</p>	<p>Read Chapter 12 and watch video on "Diversity" - Take Chapter 12 Quiz. Complete Case: 12 - Keeping the Clients Happy</p> <p><b>Second Graded assignment - topics from week 8 to 11 in UESAN</b></p>

<b>14°</b> <i>November 23th – 28th</i>	Emerging and contemporary themes in global organizational behavior	Read Chapter 13 and watch video on "Emerging Issues in OB" - Take Chapter 13 Quiz. Complete Case: 13 - T Shirts for High Tea
<b>15°</b> <i>November 30th – December 05th</i>		Complete the "Forum Assignment" in the "Assignments and Tests" Tab
<b>16°</b> <i>December 07th – 12th</i>	<b>FINAL EXAMS (Includes chapters 8 to 13)</b>	

## VIII. References

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1. DOLAN, S. & LINGHAM, T. (2011). **Introduction to International Organizational Behavior**. Ogden, Ut. Book Educators.

## IX. Academic Integrity Policy

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The Global Higher Education Alliance Academic Integrity Policy states: "Each student must act with honesty and integrity, and must respect the rights of others in carrying out all academic assignments." This policy also defines academic dishonesty and sets a process for faculty members and colleges to sanction dishonesty. Violations of this policy fall into broad areas that include but are not limited to:

- 1). Cheating on exams, cases, assignments, or any academic evaluation,
- 2). Plagiarizing,
- 3). Academic deceit, such as fabricating data or information,
- 4). Aiding Academic Integrity,
- 5). Policy violations and inappropriately collaborating,
- 6). Falsifying academic records.

## X. Professor

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Dr. Simon Dolan

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- Ph.D. Management, The University of Minnesota
- M. A Human Resource Management-Work Psychology , The University of Minnesota
- M.A., Human Resource Management, Tel Aviv University
- M. Sc., Organizational Behavior, Tel Aviv University
- BA, Labour Studies, Tel Aviv University

As a scholar I have authored or co-authored more than 57 books and 120 research articles, including best selling books such as "Management by Values", "Coaching by Values" and "Beyond". My research interests include culture reengineering, HRM, Cross Culture Management, and Executive Coaching. I also serve as the editor of Cross Cultural Management: An International Journal a peer-review, impact factor journal.