



UNIVERSIDAD  
**esan**

# Human Behavior in Organizations Syllabus

---

August - December 2019

III Cycle

Simon Dolan

## I. General Course Data

<b>Name of the Course:</b>	Human Behavior in Organizations		
<b>Requisites:</b>	General Administration	<b>Code:</b>	03065
<b>Precedent:</b>		<b>Semester:</b>	2019-1
<b>Credits:</b>	3	<b>Cycle:</b>	III
<b>Hours per week:</b>	As student choice	<b>Course mode:</b>	Online ( ebook)
<b>Careers</b>	<b>Obligatory course for:</b> Management and Finance Management and Marketing Consumer Psychology Organizational Psychology <b>Elective course for:</b> Economic and International Business Engineering in Environmental Management	<b>Course coordinator:</b>	Varinia Bustos vbustos@esan.edu.pe

## II. Summary

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

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

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

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:

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

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

PERMANENT EVALUATION GRADE (60% of 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>LEARNING UNIT I: INDIVIDUAL BEHAVIOR IN ORGANIZATIONS</b> <b>LEARNING OUTCOMES:</b> <ul style="list-style-type: none"> <li>• Provide a cursory overview of research methods that are used in organizational behavior.</li> <li>• 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</li> </ul>		
<b>1°</b> March 21 <sup>st</sup> to 27 <sup>th</sup>	1. What is organizational behavior? <hr/> <b>Obligatory Reading:</b> Chapter 1	Take Chapter 1 Quiz.  Complete Case: 1 - Stop Talking: My Tape's Run Out!
<b>2°</b> April 28 <sup>th</sup> to 3 <sup>rd</sup>	2. Understanding individual behavior in organizations <hr/> <b>Obligatory Reading:</b> Chapter 2	Watch video on "Individual Behavior"  Take Chapter 2 Quiz.  Complete Case - 2 Fringe Benefits

<p><b>3°</b> April 4<sup>th</sup> to 10<sup>th</sup></p>	<p>3. Motivating People in a global environment</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 3</p>	<p>Watch video on "Motivating People"</p> <p>Take Chapter 3 Quiz.</p> <p>Complete Case: 3 - If the Hat Fits, Wear It</p>
<p><b>4°</b> April 11<sup>st</sup> to 17<sup>th</sup></p>	<p>4. Managing work groups and team cases and exercises</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 4</p>	<p>Watch video on "Groups and Teams"</p> <p>Take Chapter 4 Quiz.</p> <p>Complete Case: 4 - Team Me Up, Scotty</p>
<p><b>5°</b> April 22<sup>nd</sup> to 27<sup>th</sup></p>	<p>5. Leadership and Executive coaching: the keys to success</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 5</p>	<p>Watch video on "Leadership"</p> <p>Take Chapter 5 Quiz.</p> <p>Complete Case: 5 - Problems at Cop Shop</p> <p><b>First Graded Assignment</b> (topics from week 1 to 4 take in UESAN)</p>
<p><b>6°</b> April 29<sup>th</sup> to May 4<sup>th</sup></p>	<p>6. Enhancing effective communication in organizations</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 6</p>	<p>Watch video on "Communication"</p> <p>Take Chapter 6 Quiz.</p> <p>Complete Case: 6 - Read My Memo</p>
<p><b>7°</b> May 6<sup>th</sup> to 11<sup>th</sup></p>	<p>7. Managing power and conflict in the workplace</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 7</p>	<p>Watch video on "Power and Conflict"</p> <p>Take Chapter 7 Quiz.</p> <p>Complete Case: 7 - Evaluating Evaluations</p>
<p><b>8°</b> May 13<sup>th</sup> to 18<sup>th</sup></p>	<p><b>MID-TERM EXAMS</b> <b>(Includes chapters 1-7 take in UESAN)</b></p>	
<p><b>9°</b> May 20<sup>th</sup> to 25<sup>th</sup></p>	<p>8. Understanding decision making processes in the international arena</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 8</p>	<p>Watch video on "Decision-Making Process"</p> <p>Take Chapter 8 Quiz</p> <p>Complete Case: 8 - What to Do with Hangover Harry</p>
<p><b>10°</b> May 27<sup>th</sup> to June 1<sup>st</sup></p>	<p>9. Managing stress and enhancing well-being at work</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 9</p>	<p>Watch video on "Stress"</p> <p>Take Chapter 9 Quiz.</p> <p>Complete Case: 9 - Stressed to the Limit in Metro Hospital</p>

<p><b>11°</b> June 3<sup>rd</sup> to 8<sup>th</sup></p>	<p>10. Managing change and culture reengineering: the ABC of managing by values</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 10</p>	<p>Watch video on "Change" -</p> <p>Take Chapter 10 Quiz.</p> <p>Complete Case: 10 - Lisbon Air A "Low Cost" Spin of the National Airline</p>
<p><b>12°</b> June 10<sup>th</sup> to 15<sup>th</sup></p>	<p>11. Managing careers in global contexts</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 11</p>	<p>Watch video on "Managing Careers"</p> <p>Take Chapter 11 Quiz.</p> <p>Complete Case: 11 - Are You Staying</p>
<p><b>13°</b> June 17<sup>th</sup> to 22<sup>nd</sup></p>	<p>12. Managing diversity and cross-cultural issues</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 12</p>	<p>Watch video on "Diversity" -</p> <p>Take Chapter 12 Quiz.</p> <p>Complete Case: 12 - Keeping the Clients Happy</p> <p><b>Second Graded assignment</b> (topics from week 8 to 11 take in UESAN )</p>
<p><b>14°</b> June 24<sup>th</sup> to 29<sup>th</sup></p>	<p>13. Emerging and contemporary themes in global organizational behavior</p> <hr/> <p><b>Obligatory Reading:</b> Chapter 13</p>	<p>Watch video on "Emerging Issues in OB"</p> <p>Take Chapter 13 Quiz.</p> <p>Complete Case: 13 - T Shirts for High Tea</p>
<p><b>15°</b> July 1<sup>st</sup> to 6<sup>th</sup></p>	<p><b>14. Forum Assignment</b></p>	<p>Complete the "Forum Assignment" in the "Assignments and Tests" Tab</p>
<p><b>16°</b> July 8<sup>th</sup> To 13<sup>th</sup></p>	<p><b>FINAL EXAMS (Includes chapters 8 to 13)</b></p>	

## VIII. References

### Basic Bibliography

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

## IX. Laboratory Support

## X. Professor

Dr. Simon Dolan

[sdolan@gealliance.com](mailto:sdolan@gealliance.com)