Course Outline

Part I

Programme Title	:	Bachelor of Social Sciences (Honours) in Policy Science and Management
Programme QF Level	:	5
Course Title	:	Organisational Analysis and Behaviour
Course Code	:	PUA2002
Department	:	Asian and Policy Studies
Credit Points	:	3
Contact Hours	:	39
Pre-requisite(s)	:	Nil
Medium of Instruction	:	EMI
Course Level	:	2

Part II

The University's Graduate Attributes and seven Generic Intended Learning Outcomes (GILOs) represent the attributes of ideal EdUHK graduates and their expected qualities respectively. Learning outcomes work coherently at the University (GILOs), programme (Programme Intended Learning Outcomes) and course (Course Intended Learning Outcomes) levels to achieve the goal of nurturing students with important graduate attributes.

In gist, the Graduate Attributes for Undergraduate, Taught Postgraduate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):
● **P**rofessional **E**xcellence;
● **E**thical **R**esponsibility; **&**
● **I**nnovation.

The descriptors under these three domains are different for the three groups of students in order to reflect the respective level of Graduate Attributes.

The seven GILOs are:
1. Problem Solving Skills
2. Critical Thinking Skills
3. Creative Thinking Skills
4a. Oral Communication Skills
4b. Written Communication Skills
5. Social Interaction Skills
6. Ethical Decision Making
7. Global Perspectives

1. Course Synopsis

This course aims to ensure that students are familiar with the nature of organizations, their structures, processes and working environments, and particularly the specific characteristics of public and private organizations in the Asian context. It enables students to understand some of the key concepts and theories in organizational behavior and analyze the implications of organizational behavior for public and private sector management. This course lays the foundation for the understanding of human behavior in organizations, providing students with a comprehensive exposure to organizational behavior theories, research and workplace issues illustrated with case studies and examples primarily within an Asian context.

2. Course Intended Learning Outcomes (CILO$_s$)

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

CILO$_1$: Obtain understanding about and discuss critically the notion, theories features and practice of OB;

CILO$_2$: Identify and understand the concepts and features of public organizations and their behavior while also providing students with a clear understanding of the characteristics of public organizations;

CILO$_3$: Identify, generalize and participate current debates about the nature and impact of managerial strategies, tools and practices they may enact to reach public organizations objectives and to improve their performance; and

CILO$_4$: Conduct independent research on a key topic related to OB and its development on a group basis and communicate the analysis effectively.

3. Content, CILOs and Teaching & Learning Activities

Course Content	CILOs	Suggested Teaching & Learning Activities
Development and concept of organizational behaviour	CILO$_{1,3,4}$	Lecture, group discussion, case study, literature review.
Communication and change in organisations: attitudes and perceptions.	CILO$_{1,2}$	Lecture, illustration, demonstration, group discussion, case study, literature review, hands-on-practice, online searching, reflection and sharing.
Motivation in the workplace.	CILO$_{1,2,3}$	Lecture, illustration, demonstration, group discussion, case study, literature review, hands-on-practice, online searching, reflection and sharing.
Group and team, power, conflicts, group decision making, and leadership.	CILO$_{1,2,4}$	Lecture, illustration, demonstration, group discussion, case study, literature review, hands-on-practice, online searching, reflection and sharing.

4. Assessment

Assessment Tasks	Weighting (%)	CILO
(a) **Class discussion/Participation:** Students are expected to study relevant readings before s/he attends the classes and must participate actively in the discussion.	20%	CILO$_{1, 4}$
(b) **Assignment**: Students will work as a member of a small group/team to develop answers/perspectives on assigned projects	40%	CILO$_{1, 2}$

imbued with sufficient flexibility to facilitate creative student adaptation; locate relevant information; evaluate, organize and synthesize materials; present ideas to the class in a clear, concise and stimulating way; engage with classmates in answering questions and discussing presentation topics. Students will then be required to compose a group essay approximately 2,000-word based on their group presentation. This supports to appraise the student's analytic and interpretive ability to apply relevant theories, concepts and skills to the issue of Organization Behavior.		
(c) **In-class Test**: Students will have to face a short in-class test. This aims to appraise the student's understanding and actual transfer of learning.	40%	$CILO_{1,2,3,4}$

5. Required Text(s)

Kinicki, A., & Kreitner, R. (2008). *Organizational behavior: Key Concepts, skills & best practices* (3rd ed.). New York: McGraw-Hill.

McShane, S. L. & Glinow M. A. V. (2017). *Organizational behavior: Emerging knowledge, Global Reality* (8th ed.). Boston: McGraw-Hill.

6. Recommended Readings

Anderson, D. L. (2010). *Organization development: The process of leading organizational change*. Thousand Oaks, Calif.: Sage Publication.

Bowditch, J. L., Buono, A.F. and Stewart, M.M. (2008). *A primer on organizational behavior* (7th ed.). Hoboken, N.J.: Wiley.

Brief, A. P., & Dukerich, J. M. (1991). Theory in organizational behavior: Can it be useful? *Research in Organizational Behavior*, 13: 327-352.

Carter, L., Giber, D. and Goldsmith, M. (2001). *Best practices in organization development and change: Culture, leadership, retention, performance, coaching: Case studies, tools, models, research*. San Francisco, CA: Jossey-Bass Publishers; Mass.: Linkage, Inc.

Colquitt, J. A., Lepine, J. A. and Wesson, M. J (2009). *Organizational behavior: improving performance and commitment in the workplace*. New York: McGraw-Hill/Irwin.

Cummings, T. G. and Worley, C. G. (2009). *Organization development and change* (9th ed.). Mason, Ohio: Thomson/South-Western.

Drucker, P. F. and Maciariello, J. A. (2008). *Management* (revised ed.) New York: Collins.

Greenberg, J. (2010). *Managing behavior in organizations* (5th ed.). Boston: Prentice Hall

Hofstede, G. and Hofstede, G. J. (2005). *Cultures and organizations: Software of the mind* (revised and expanded 2nd ed.) New York: McGraw-Hill.

Jackson, J.C. (2006). *Organization development: the human and social dynamics of organizational change*. Lanham, Md.: University Press of America.

Kinicki, A. & Kreitner, R. (2008). *Organizational behavior: Key concepts, skills & best practices*. (3rd edition). New York: McGraw-Hill.

McShane, S. L. (2010). *Organizational behavior: emerging knowledge and practice for the real world*. (5th edition). Boston: McGraw-Hill.

Osland, J. S, Turner, M. E., Kolb, D. A. and Rubin, I. M. (2007). *Organizational behavior reader*. Upper Saddle River, NJ: Pearson/Prentice Hall.

Prentice, D. A., & Miller, D. T. (1992). When small effects are impressive. *Psychological*

Bulletin, 112: 160-164.

Rainey, Hal G. 2009. *Understanding and managing public organizations.* San Francisco, CA: Jossey-Bass.

Rockstuhl, T., Dulebohn, J.H., Ang, S., & Shore, L. M. (2012). Leader–member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. *Journal of Applied Psychology*, 97: 1097-1130.

Rothwell, W.J. et al. (2010). *Practicing organization development: A guide for leading change* (3rd ed.) San Francisco, Calif.: Jossey-Bass.

Senior, B. and Fleming J. (2006). *Organizational change* (3rd ed.). Harlow: Pearson Education Ltd.

7. Related Web Resources

American Society of Training and Development: http://www.astd.org

Free Management Library: http://www.managementhelp.org/

Hong Kong Institute of Human Resource Management: http://www.hkihrm.org

Hong Kong Productivity Council: http://www.hkpc.org

OB Web: http://www.obweb.org/

OD Portal: http://www.odportal.com/

8. Related Journals

Academy of Management Journal
Academy of Management Review
Journal of Leadership and Organizational Studies
Journal of Organisational Change Management
Journal of Organizational Behavior
Journal of Organizational Behavior Management
Leadership and Organisational Development Journal
Organization Development Journal
Organization Studies

9. Academic Honesty

The University adopts a zero tolerance policy to plagiarism.   For the University's policy on plagiarism, please refer to the *Policy on Academic Honesty, Responsibility and Integrity with Specific Reference to the Avoidance of Plagiarism by Students* (https://www.eduhk.hk/re/modules/downloads/visit.php?cid=9&lid=89). Students should familiarize themselves with the Policy.

10. Others

Nil.

Last updated on 17 May 2019