



輔仁大學

Fu Jen Catholic University

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## **Fu Jen Catholic University**

### **MGMT 285 Organizational Behavior and Leadership**

### **Summer 2019**

**Class hours:** Monday through Thursday, 2 hours each day

**Review and Discussion:** Friday, 2 hours

**Office hours:** Friday/Saturday, 1 hour or by appointment

**Field trip:** According to Professors' teaching plan

**Credit:** 3

**Total contact hours:** 54 hours

**Instructor:** Yunshan Lian

#### **Course Description**

This course is about studying human behavior and the related dynamics in organizational settings. Specifically, students will investigate various topics related to the behavior of individuals, including motivation, leadership, values and attitudes, diversity, etc. and group behavior such as teamwork, culture and organizational change. We will also look at many of the organizational practices including conflict and negotiations, selection, training and development, compensation, etc. These factors directly affect the organization's overall performance.

In this course, students are also encouraged to think about how to apply the knowledge and skills in the related areas in order to improve their performance and maximize their success as an individual contributor and personal leadership capability in an organization.

In addition to the examples and situations in "traditional" organizations, students shall be aware that these concepts and analyses can also be applied to non-traditional organizations such as non-profit, family businesses, public sector, NGOs, L3Cs, etc. as well.

#### **Course Objectives**

Students taking this course should be knowledgeable about main concepts and theories of organizational behavior and cultivate a critical way of thinking about the dynamics in organization behavior and leadership. The major objectives of this course are the following:

(1) Provide recent or historical examples of diversity development in and challenges in organizations such as schools, workplace, government agencies, etc. Think of diversity as heterogeneity in terms of gender, race, ethnicity, age, cultural background, etc.



- (2) Explain the dimensions of organizational structure, culture, human resource management, the stages of changes in an organization.
- (3) Identify the ways in which perception and attribution may affect decision making.
- (4) Explain the stages of group development and what appropriate responses management shall have accordingly.
- (5) Explain how to apply the Hofstede's model to assess national culture.
- (6) Show some contemporary examples of the interactions of ethics and leadership
- (7) Understand interpersonal awareness and explain different styles of negotiation techniques and conflict resolution.
- (8) Illustrate how personality, values and motivation can affect employees' performance. Provide some examples.
- (9) Develop an appreciation of the managerial competencies necessary in contemporary organizations.
- (10) Contrast the cultural, ethnic, societal and national difference that exist in the contemporary global economy.

### Textbook

Kinicki, A., & Fugate, M. (2016) *Organizational Behavior: A Practical, Problem Solving Approach*. (1 Ed.) Boston, MA: McGraw-Hill

### Topical Coverage and Schedule

Week	Class	Contents
1	1	Organizational behavior introduction
	2	The quest for people-centered organization and ethical conduct
	3	Creativity and innovation, critical thinking, diversity
	4	Organization culture, socialization, and mentoring
2	1	Individual differences and the road to success
	2	Values, attitudes, job satisfaction and counter-productive work behaviors
	3	Social perception and attributions
	4	Foundation of motivation, stress and emotions at workplace
3	1	Effective communications
	2	How to create an equitable and motivating work place
	3	Group dynamics, developing and leading effective teams; Review for midterm preparation
	4	Take the midterm exam in class
4	1	Managing conflict and negotiation
	2	Technology-enabled learning: influence, empowerment, and politics
	3	Leadership: development and styles, perception and performance
	4	Managing change and stress
5	1	Decision making in traditional and non-traditional organizations
	2	Power, Influence, and Politics
	3	Organization behavior: international perspectives; Review the entire course to help the students prepare for the final exam
	4	Take the final exam in class



### Grading

Attendance	10%
Assignment and teamwork	15%
Quizzes	15%
Midterm and Final Exams	60%
<b>Total</b>	<b>100%</b>

### Grading Scale

Grade	Percent	GPA
80 to 100	A	4
70 to 79	B	3
60 to 69	C	2
50 to 59	D	1
49 and below	E	0

### Attendance, Classroom Contribution & Expectation

Attendance is required for this course. Active participation in class discussion and teamwork assignment is expected. Absence is only excused for justified reasons such as medical conditions. However, students are responsible for providing the evidence if necessary.

The use of smart phones is prohibited in class. Quizzes are not announced in advance and no make-up will be offered if you miss a quiz or exam. Not taking an exam will result in an F as the final course grade.

The grading of class participation is necessarily a subjective exercise. However, high-quality comments have one or more of the following characteristics: (1) insightfulness, (2) appropriate application of course concepts, and (3) advancement of the in-class discussion at hand.

### Assignment and Teamwork

There will be assigned homework problems and reading for most of the chapters. I will randomly collect some of your homework and there will be no extension of the deadlines. Teamwork assignment need to be started early after consulting with the instructor, and a report is expected as the result of the team collaboration. You may choose to replace the written report with an oral power point presentation.

### Business Paper Review

Find an article that discusses the subject that is related to the content of the present course topic. Your article must come from a current business periodical (no newspaper articles, please), reliable sources of scholarly information. The article should be published within the last 3 years. The following journals are appropriate for this assignment and all are available online. You are not limited to this list; journals associated with your industry may also be appropriate.

*Academy of Management Journal*

*Bloomberg Businessweek*

*The Economist*



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*Forbes*

*Harvard Business Review*

*Journal of International Business Studies*

*Thunderbird International Business Review*

Use the following format for your article review:

Part I: Restate the question you choose to discuss.

Part II: Write a brief summary of the article's content (one paragraph).

Part III: Discuss how the article's content relates to the question. How does the article answer the question? What justification does the author(s) use? You should clearly connect the content of the article with the question.

Part IV: Discuss whether you agree or disagree with the content of the article. Would you agree with the answer the author(s) provided? Do you think the author's justification is sound? Why or why not? Does the article support or refute information provided in the text?

**References:** Create an American Psychological Association (APA)-style reference list. You can also utilize the Citation Finder found on this page.

Your paper must be at least 400 words and no more than 600 words (excluding references). You must use 12-point Times New Roman font, 1" margins, and double-spaced paragraphs. You must cite your article (and any other sources you use, including the textbook) in proper APA format in the paper. Make sure to use section headers to indicate the five parts of the paper (Part I, Part II, Part III, Part IV, and Reference List).

### **Group Case Presentation**

This is a group work. You may set up a group either same as the in-class discussion group, or a new one consisting of 4-5 people.

Pick up one of the Comprehensive cases located at the end of the text book, or from the addition case material assigned by the instructor.

Once you have decided the list of group members and topic, please submit to the TA, to make sure that each group will have a different topic. The rule of the game is first come first served.

The presentation will be made during the last class before the final exam. Length of the presentation: No more than 15 minutes. Format: PPT of 20 pages. The last page should include all the courses your group cited, including the text book and the case assigned by the instructor.

Your presentation will be evaluated by the other groups. The winner group will earn three extra points.

### **Exams**

We will have two major exams – the midterm exam and final exam. The final exam will be cumulative, i.e., covering all the material covered in class. However, roughly 70% will be dedicated to the topics post the midterm exam.

### **Academic Integrity**

Academic integrity is unconditionally upheld in this course. Homework assignments, quizzes and exams are to be completed independently. However, active discussion and team spirit are encouraged in appropriate context, for example, before and after you complete an assignment,



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in preparation of the quizzes and exams, reviewing a topic or studying it in advance, etc. Cheating and plagiarism in any fashion are absolutely unacceptable. Upon verification, violators will lose points commensurate with the violation up to failing the course.