



**University of the Philippines Baguio  
College of Social Sciences, Institute of Management**

**Master of Management**

**MM 202 - Organizational Behavior**

**COURSE SYLLABUS**

2<sup>nd</sup> Semester, School Year 2016-2017

Fridays: 5:30pm-8:30pm

**Course Title: ORGANIZATIONAL BEHAVIOR**

**Course Description:** Concepts, theories, models, processes, approaches and practices in describing, understanding and explaining the dynamics of human behavior, interactions and relationships in organizations.

**Course Credit:** 3 units

**Objectives:**

**General:**

The course aims to provide the learning participants with the fundamental knowledge needed in understanding, interpreting and attempting to predict human behavior in individual, group and organizational levels. The course also aims to further develop and enhance the interpersonal skills of the learning participants who are either presently performing management functions or will be future managers in interacting and interrelating with people given any type or form of organizational situations.

**Specific: At the end of the semester, the learning participants shall be able to:**

At the end of the course, the students will be able to:

1. Discuss concepts, theories, models and principles of human behavior in relation to the individual, group and organizational levels.
2. Relate the significance of understanding human behavior in individual, group and organizational levels in the attainment of organizational goals and effectiveness;
3. Analyze situations/concerns/issues/problems involving individuals, groups and organizations;
4. Formulate appropriate, realistic and practical alternative actions to respond to their own organizational experiences concerning individual, group and/or organizational behaviors.
5. Formulate a conceptual model for organizational behavior integrating learnings and insights.

**Course Requirements and Bases for Evaluation:**

Written Examinations:	
Midterm exams	15 %
Final Exam	15%
Paper Requirements	
Case Analyses	15 %
Work Place Assessment	25%
Topic Presentation	15%
Class Participation (including peer evaluation)	<u>15 %</u>
TOTAL	100 %

**Bases for Evaluating Paper Requirements:**

Responsiveness (Quality of Content)	60%
Organization (Logical Flow of Content)	20%
Form and Style (Includes Grammar)	15%
Timeliness (Submitted on time)	5%

**Bases for Evaluating Reports (Topic Presentation; Peers and Faculty)**

Comprehensiveness/Responsiveness:	50%
Organization/Logic:	10%
Clarity:	10%
Stimulating (use of AVAs; manner of delivery)	15%
Encouraged Participation:	10%
Time Management	5%

**Basis for Class Participation (Peer and Faculty Evaluation)**

Active participation in class discussion	30%
Critical-minded in her/his analysis of issues	30%
Asked relevant questions	10%
Relates to current events/own organization	20%
Treats colleagues with respect	10%

**Learning Methods:**

Interactive/Participatory, student-centered mode or learning strategies will be employed such as lecture-discussions, workshops, small group/round table discussions, sharing, case analyses, simulation games, group dynamics, observation trips (whenever feasible)

**Course Content**

Topic	Activity	Date/Session No.
<b>Orientation to the course</b> Contract Setting/Expectation Check Course objectives, content, methods, evaluation and requirements Overview of the Course	FGD/Group Discussion	Sessions 1
<b>Overview of Organizational Behavior</b> Introductions and course overview What is Organizational Behavior? Foundations of Individual Behavior	Lecture-Discussion Group Discussion/Workshop	Session 2
<b>Individual Behavior and Performance in Organization</b>  Values, Attitudes, and Job Satisfaction Personality and Emotions  Perception and Individual Decision Making  Basic Motivation Concepts	Lecture Discussion Case Studies (2) Case Presentation and Analysis	Session 3, 4, and 5
<b>Group Dynamics and Teamwork in Organization</b> Understanding Work teams Development; Decision Making in Groups, Foundations of Group Performance Team Building and Team Performance	Lecture Discussion Group Dynamics/Group Processing	Session 6 and 7

<p>Teamwork, Team building, improving team processes</p> <p><b>Leadership and Organizational Processes</b>  Basic Approaches to Leadership  Contemporary Issues in Leadership</p> <p>Power and Politics</p> <p><b>MIDTERMS</b></p> <p>Information and Communication  Decision Making  Conflict and Negotiation  Organizational Change, Innovation and Stress Management</p> <p><b>Organizational Structure and Design</b>  Foundations of Organization Structure  Technology and Work Design</p> <p>Human Resource Policies and Practices</p> <p>Organizational Culture and Development</p> <p><b>Contemporary and Emerging Trends/Issues/Challenges</b>  Global and Future Directions of OB</p> <p>Integration Meeting  Evaluation  - Learning Insights and Recommendations</p> <p>Submission of Paper</p> <p>Final Exam</p>	<p>Lecture-Discussion  Case Studies</p> <p><b>SIT IN EXAM</b></p> <p>Lecture Discussion  Case Presentation  Self-Evaluation</p> <p>Lecture-Discussion</p> <p>Workshop/Group Discussion</p> <p>Lecture Discussion; Case Analysis</p> <p>Workshops/Group Work  Individual Sharing of Derived Insights/Learning, Applications and Recommendations</p>	<p>Session 8 and 9</p> <p>Session 10:  Session 11, 12 and 13</p> <p>Session 14, 15 and 16</p> <p>May 16</p> <p>May 15-16</p> <p>May 19</p>
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**References/Readings:**

List is indicative of the nature of topics that the course covers and should by no means be construed as limiting. Appropriate electronic-based information, journals, periodicals, newspaper articles should supplement these books.

**References:**

3G Elearning FZ LLC. 2013. *Organizational Behavior*. UAE, International Institute of Management and Technology Studies.

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- DuBrin, A.J. 2009. *Political Behavior in Organizations*. Sage Publications, Thousand Oaks, CA, USA.
- Gibson, J.L., Ivancevich, J.M., Donnelly, Jr. J.H & Konopaske, R. 2009. *Organizations: Behavior, Structure, Processes*. McGraw Hill, USA.
- Greenberg, J. 2013. *Managing Behavior in Organizations*. NJ, USA: Pearson Education Inc. Hartley, R. F. 2011. *Management Mistakes and Successes*. NY, USA: John Wiley and Sons, Inc.
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- Ivancevich, J.M. and Matteson, M.T. 2011. *Organizational Behavior and Management*. McGraw Hill, NY, USA.
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- Moorhead, G. and Griffin, R. 2014. *Organizational Behavior: Managing People and Organization*. South-Western, Cengage Learning USA.
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- Staber, U. 2013. *Understanding Organizations: Theories & Images*. Sage Publications, Thousand Oaks, California, USA.

**Journals/Newspapers:** The GRC has wealth of resources (Daily Newspaper Clippings, Harvard Business Review, Fortune Magazine, World's Executive Digest) Others:

### Points for Leveling Off:

1. The first day of classes is a crucial day. You must never miss the first day of my classes, for this is when I lay down the foundation of the course and spell out my and your expectations. Agreements reached on this day will guide the conduct of the course throughout the semester.
2. I highly appreciate punctuality much as I consider it a virtue. We will start classes on time. Tardiness is defined as being late by at least fifteen (15) minutes for a class session. Being tardy for three times during the semester is equivalent to one (1) absence. Incurring more than three (3) session-absences (with legitimate excuses e.g. sickness, emergencies, etc) would mean being dropped from the course. Students who dropped or are dropped from the course, but failed to accomplish the required **dropping** form by 18 **April, 2017** will automatically get a grade of "5.0".
3. Cell phones must be put off or put on silent mode during classes. Absolutely no texting. Please leave the room if you need to make an urgent call or if you are to respond to a call. This is one form of RESPECT.

4. Come to class to participate, open-minded, with maturity and respectful of your classmates and facilitators/mentors/teachers. Let the classroom be a vibrant venue for learning and growing.
5. I expect promptness in submitting seat works/exercises/case studies/group outputs. Late requirements automatically lose the 5% allotted for timeliness as one criteria for evaluating paper requirements. Late requirements whose answers/approaches/ solutions will be discussed in class on their due dates, will not be accepted. However for some cases found to be meritorious, there will be an additional 5% deduction for every day that passed until the receipt of the requirements. You can send the requirements through your classmate/s, or through fax/e-mail if you cannot make it in class. (Note: Hard copies of requirement/s sent through email must be submitted as soon as possible or within the same week of expected submission)

Grading system: (Based on computed grades, results maybe adjusted using Measures of Central Tendency and Standard Deviation)

<b>1.0</b>	<b>97-100</b>	<b>2.25</b>	<b>75-79</b>
<b>1.25</b>	<b>93-96</b>	<b>2.5</b>	<b>70-74</b>
<b>1.5</b>	<b>89-92</b>	<b>2.75</b>	<b>65-69</b>
<b>1.75</b>	<b>85-88</b>	<b>3.0</b>	<b>60-64</b>
<b>2.0</b>	<b>80-84</b>	<b>5.0</b>	<b>Below 60</b>

6. Leave messages at the IM Office or c/o Ms. Carmen Ramos or at the CSS office c/o Jenny or Thea
7. You may text/call for urgent inquiries or messages. The use of the landline is highly preferred over cell phone (text messages). Emails are even better.
8. Important dates to remember:
  - ↻ Deadline for dropping subjects: April 18, 2017
  - ↻ Deadline for filing a LOA: May 2, 2017
  - ↻ Midterm Examinations starts March 17, 2017
  - ↻ Last Day of Classes: May 16, 2017
  - ↻ Final Examination Period: May 19, 2017
  - ↻ Deadline for submitting grades: June 5, 2017
9. Make-up session/s shall be mutually agreed upon by faculty and students for sessions that will be missed due to: "force majeure" and/or inability of the faculty member to conduct classes attributed to attendance to activities on official business, sick leave or personal leave.

Prepared by:



**Erlinda Castro-Palaganas PhD**

**Consultation Hours: IM Faculty Room/ODSA Office**  
 Tuesday and Thursdays: 9:00-12:00 a.m. – 1:00-3:00 p.m.  
 Saturdays: 1-3pm (by appointment)  
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