



UNIVERSITI TEKNOLOGI MARA

OMT360: BEHAVIOR IN ORGANIZATIONS

Course Name (English)	BEHAVIOR IN ORGANIZATIONS APPROVED
Course Code	OMT360
MQF Credit	3
Course Description	This introductory level course concerns theories and practices that study the complex relationships between people and organizations in which they work. Emphasis will be on understanding how people behave in organizations and how to manage their behaviors if individuals and organizations are to succeed.
Transferable Skills	Knowledge, Thinking Skills and Communication Skills
Teaching Methodologies	Lectures
CLO	CLO1 Identify the emerging trends in the field of organizational behavior CLO2 Recognize the elements of workplace emotions, attitudes, and motivation that affect the organization. CLO3 Describe the elements of team dynamics and work-related stress CLO4 Explain the sources and consequences of power.
Pre-Requisite Courses	No course recommendations

Topics	
1. CHAPTER 1 Introduction to the Field of Organizational Behavior (OB)	
1.1) 1.1 The field of OB	
1.2)	
1.3) 1.1.1 What are organizations?	
1.4) 1.1.2 Why study OB?	
1.5) • Understanding, predicting, and influencing	
1.6) • OB is for everyone	
1.7) • OB and the bottom line	
1.8)	
1.9) 1.2 Organizational learning perspective	
1.10)	
1.11) 1.2.1 Organizational learning	
1.12) 1.2.2 Intellectual capital	
1.13) 1.2.3 Organizational Memory and Unlearning	
1.14) 1.2.4 Values, ethics, and Corporate Social	
1.15) Responsibility	
1.16)	
1.17) 1.3 Contemporary challenge for organizations	
1.18)	
1.19) 1.3.1 Globalization	
1.20) 1.3.2 Increasing workforce diversity	
1.21) • Surface-level diversity	
1.22) • Deep-level diversity	
1.23) • Consequences of diversity	
1.24) 1.3.3 Emerging employment relationships	
1.25) • Work-life balance	
1.26) • Virtual work	

2. CHAPTER 2 Workplace Emotions and Attitudes

- 2.1) 2.1 Emotions in the workplace
- 2.2)
- 2.3)
- 2.4)
- 2.5) 2.1.1 Types of emotions
- 2.6) 2.1.2 Emotions, attitudes, and behavior (exclude 'how emotions influence attitudes and behavior' & 'when cognitions and emotions conflict')
- 2.7) • Cognitive dissonance
- 2.8) • Emotions and personality
- 2.9)
- 2.10) 2.2 Job satisfaction
- 2.11)
- 2.12) 2.2.1 Job satisfaction and work behavior
- 2.13) • EVLN model
- 2.14)
- 2.15) 2.2.2 Job satisfaction and performance
- 2.16) 2.2.3 Job satisfaction and customer satisfaction
- 2.17)
- 2.18) 2.3 Organizational commitment
- 2.19)
- 2.20) 2.3.1 Consequences of organizational commitment
- 2.21) • affective commitment
- 2.22) • continuance commitment
- 2.23)
- 2.24) 2.3.2 Building organizational commitment

3. CHAPTER 3 Employee Motivation in the Workplace

- 3.1) 3.1 Employees Drive and Needs
- 3.2) 3.1.1 Individual differences in Needs
- 3.3) 3.1.2 Maslow's needs hierarchy theory
- 3.4) 3.1.3 Maslow's contribution to motivation theory
- 3.5) 3.1.4 What's wrong with needs hierarchy models?
- 3.6)
- 3.7) 3.2 Learned Needs Theory
- 3.8) 3.2.1 Learning needs
- 3.9)
- 3.10) 3.3 Expectancy theory of motivation
- 3.11)
- 3.12) 3.3.1 Expectancy theory model
- 3.13) • E ? P expectancy
- 3.14) • P ? O expectancy
- 3.15) • Outcome valences
- 3.16) 3.3.2 Expectancy theory in practice
- 3.17) • Increasing E ? P expectancies
- 3.18) • Increasing P ? O expectancies
- 3.19) • Increasing outcome valences
- 3.20)
- 3.21) 3.4 Goal setting and feedback
- 3.22)
- 3.23) 3.4.1 Goal setting
- 3.24) 3.4.2 Characteristics of effective feedback
- 3.25) 3.4.3 Sources of Feedback
- 3.26) • Multisource (360-degree) feedback
- 3.27) • Choosing feedback sources
- 3.28) 3.4.4 Evaluating goal setting and feedback
- 3.29)
- 3.30) 3.5 Organizational justice
- 3.31)
- 3.32) 3.5.1 Distributive justice and Procedural justice
- 3.33) • Equity theory
- 3.34) • Inequity and employee motivation
- 3.35) • Individual differences: Equity sensitivity
- 3.36) • Evaluating Equity theory
- 3.37) 3.5.2 Procedural Justice
- 3.38) • Consequences of procedural injustice

4. CHAPTER 4 Work-Related Stress and Its Management

- 4.1) 4.1 What is stress? (Exclude general adaptation syndrome)
- 4.2)
- 4.3) 4.2 Consequences of distress
- 4.4)
- 4.5) Job burnout
- 4.6)
- 4.7) 4.3 Stressors: the cause of stress
- 4.8)

- 4.9) 4.3.1 Harassment and incivility
- 4.10) 4.3.2 Work overload
- 4.11) 4.3.3 Low task control
- 4.12)
- 4.13) 4.4 Individual differences in stress
- 4.14)
- 4.15) 4.5 Managing work-related stress
- 4.16) 4.3.4 Remove the stressor
- 4.17) • Work-life balance initiatives
- 4.18) 4.3.5 Withdraw from the stressor
- 4.19) • Temporary withdrawal strategies
- 4.20)
- 4.21) 4.3.6 Change stress perceptions
- 4.22) 4.3.7 Control the consequences of stress
- 4.23) 4.3.8 Receive social support

5. CHAPTER 5 Foundations of Team Dynamics

- 5.1) 5.1 Teams and Informal groups
- 5.2) 5.2 The challenges of teams
- 5.3)
- 5.4) 5.2.1 Social loafing
- 5.5)
- 5.6) 5.3 Team cohesion
- 5.7) 5.5.1 Influences on team cohesiveness
- 5.8) 5.5.2 Consequences of team cohesiveness

6. CHAPTER 6 Power and Influence in the Workplace

- 6.1) 6.1 The meaning of power
- 6.2)
- 6.3) 6.2 Sources of power in organizations
- 6.4)
- 6.5) 6.2.1 Legitimate power
- 6.6) 6.2.2 Reward power
- 6.7) 6.2.3 Coercive power
- 6.8) 6.2.4 Expert power
- 6.9) 6.2.5 Referent power
- 6.10)
- 6.11)
- 6.12) 6.3 Influencing others
- 6.13)
- 6.14) 6.3.1 Types of influence tactics
- 6.15) • Silent authority
- 6.16) • Assertiveness
- 6.17) • Information control
- 6.18) • Coalition formation
- 6.19) • Upward appeal
- 6.20) • Ingratiation and impression management
- 6.21) • Persuasion
- 6.22) • Exchange
- 6.23)
- 6.24) 6.4 Influence tactics and organizational politics
- 6.25)
- 6.26) 6.4.1 Conditions supporting organizational politics
- 6.27) • Personal characteristics
- 6.28) 6.4.2 Minimizing organizational politics and its consequences

Assessment Breakdown	%
Continuous Assessment	50.00%
Final Assessment	50.00%

Details of Continuous Assessment	Assessment Type	Assessment Description	% of Total Mark	CLO
	Case Study	Students are to complete a case study related to topics 2 - 6 as a group project	15%	CLO2 , CLO3 , CLO4
	Presentation	Students will be presenting their case study's findings by group. Students are encouraged to use their creativity when presenting their case study.	5%	CLO2 , CLO3 , CLO4
	Quiz	QUIZ 1 Section A: 10 multiple choice questions 10 marks Section B: 3 short essay questions 15 marks Section C: 1 Case Study 15 marks	10%	CLO1 , CLO2
	Quiz	QUIZ 2: Section A: 10 multiple choice questions 10 marks Section B: 3 short essay questions 15 marks Section C: 1 Case Study 15 marks	10%	CLO2 , CLO3
	Quiz	QUIZ 3: Section A: 10 multiple choice questions 10 marks Section B: 3 short essay questions 15 marks Section C: 1 Case Study 15 marks	10%	CLO3 , CLO4

Reading List	Recommended Text
	<ul style="list-style-type: none"> • Steven L. MacShane, Steven Lattimore McShane, Mary Ann Young Von Glinow 2015, <i>Organizational Behavior, Global Edition</i>, 7 Ed., 1,2,4,5,8 & 10, McGraw-Hill Education United States [ISBN: 9789814575423] • Steven L. MacShane, Steven Lattimore McShane, Mary Ann Young Von Glinow 2015, <i>Organizational Behavior, Global Edition</i>, 7 Ed., 1,2,4,5,8 & 10, McGraw-Hill Education United States [ISBN: 9789814575423]

Article/Paper List	This Course does not have any article/paper resources
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Other References	<ul style="list-style-type: none"> • Book Greenberg, J 2005, <i>Managing Behavior in Organizations</i>, New Jersey • Book Keeling, B.L. 1996, <i>Administrative Office Management</i>, Cincinnati • Book Nelson, D. 2000, <i>Organizational Behavior: Foundations, Realities and Challenges</i>, New York • Book Robbins, S.P. 2005, <i>Essentials of Organizational Behavior</i>, New Jersey • Book Schermerhorn, J.R. 2003, <i>Organization Behavior</i>, New York • Book Sweeney, P.D. 2002, <i>Organizational Behavior: Solutions for Management</i>, New York
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