



## UNIVERSITY OF NEW YORK IN PRAGUE

**Course:** MNG203 Organizational Behavior (6 ECTS/3 US credits)  
**Semester:** Spring 2024  
**Prerequisite:** Principles of Management  
**Instructors:**

### 1. Course Purpose

This course will examine human behavior within the context of a business environment, covering such topics as leadership, communication, conflict, individual differences, learning and motivation, personality and emotions, satisfaction, group structure and teams, change, work design and organizational culture and development.

This course takes a macro view of organizational behavior through the optics of organizational learning and change, leadership, and culture. The focus of the course is on the theoretical processes through which the organization as a system learns and evolves; this focus alternates between the theoretical and the practical, with critical observation and reflection used as vehicles to transcend the theoretical realm to comparative, real-world assessments. Though individual behavior will be discussed as an important precursor to organizational behavior, this is not principally a course in the conventional study of how humans as individuals learn, retain, synthesize, operationalize, and behave, but one elevated to the organizational level of analysis—one that explores how organizations process and institutionalize information over time, and how these affect change, and how they affect the behavior of the organization as a whole. The role of the leader will be emphasized, as will the all-important dimension of culture (and its many components), especially within international organizations and systems. Also, and in order to understand the importance of individual behavior traits and actions that impact heavily upon the organization, we will make explorations into the field of neuro-science in order to gain a topical grasp of the fundamentals of cognition, Game Theory, and non-verbal communication.

Much of the course will take a lecture-and-discussion format. There will also be in-class projects, presentations and library exercises (to be assigned during the class sessions). In that twenty-five (25) percent of the student's final grade will be derived from class participation, it will be essential that the student thoroughly prepare for each class by reading and reflecting upon the reading assignments that will be assigned during each class (in preparation for the next class).

It is emphasized that I will not be so much concerned about the relative *correctness* of your opinions and presentations, since I will be more concerned about HOW you take a position and then rationally and unemotionally defend it based upon reasoned theory, independent thought, and/or practical experience. We will also spend a bit of time exploring some of the barriers to cultural understanding between people and organizations, and how to use our reasoning processes and capacities to think and react critically to bridge the gaps that exist between cultures.

Importantly, please note that your ***Class Participation*** evaluation is not based solely upon attendance; you are expected to attend all classes as a regular function of being a student, so points are not awarded for simply showing up for class. Thus, students will begin the class with

a minimum passing score for Class Participation, and that score can move up or down from the minimum, based upon the following criteria:

- Preparation for class and active participation in discussions
- Being considerate of the opinions of your classmates
- Not engaging in aside conversations with your classmates during class; if I must call you down for being disruptive to the discussion or failing to give attention, this will reflect negatively. Also, this class is not a time for reviewing your Facebook page or engaging in other social media activities.
- Being fully participative with your teammates during the frequently assigned in-class projects.

Please note that you are responsible for all class materials and discussions you might miss as a result of non-attendance. If you miss a class see your instructor to at least acquire any handouts or other printed materials distributed.

## 2. Required Readings

***The SAGE Handbook of Organizational Behavior, Volume 2: Macro Approaches***

Steward R. Clegg and Cary L. Cooper

ISBN 8791473971783

Year: 2008

Though we will use elements of this book, I will not teach directly from it. However, this book is available on Perlego for your referencing needs/desires.

## 3. Additional Readings

- (Article) Hedberg, B. (1981). How organizations learn and unlearn. In P. C. Nystrom and W. H. Starbuck (Eds.). *Handbook of organizational design*, Volume I. New York: Oxford University Press.
- (Book Available on Perlego) Kouzes, J. & Posner, B. (2002). *The leadership challenge: How to keep getting extraordinary things done in organizations* (2d ed.). San Francisco: Jossey-Bass.
- (Article) Swaak, R. (1995). Expatriate failures: Too many, too much cost, too little planning. *Compensation and Benefits Review*, 27/6.
- (Book Available on Perlego) Schein, E. (1997). *Organizational culture & leadership* (2d ed.) San Francisco: Jossey Bass Wiley.
- (Article) McClenahan, J. (1987). *Why U. S. managers fail overseas*. Industry Week, 235/4.
- (Article) Hofstede, G. (1980). Motivation, leadership, and organization: Do American theories apply abroad? *Organizational Dynamics*, 2/80.
- (Article) Harvey, J. (1988). The Abilene paradox: The management of agreement. *Organizational Dynamics*, Summer 1988, pp. 17-43.
- (Article) Conger, J. & Kanungo, R. (1994). Charismatic leadership in organizations: Perceived behavioral attributes and their measurement. *Journal of Organizational Behavior*, 15, 439-452.

## 4. Learning Outcomes

Upon completion of this course, the students should be able to:

- Describe the nature of organizational behavior and its connection to the leadership and management of organizations;
- Understand the principles and importance of global workforce diversity;
- Discuss the various theories of culture and how they can be put into practice in the workplace;

- Examine leadership as an aspect of behavior, and the different styles and theories of leadership;
- Demonstrate an understanding of organizational learning;
- Understand the principles of organizational change management;
- Understand the principles of verbal and non-verbal communication in organizations.

## 5. Course Content

Following are the weekly topics that will be covered during the course. Some topics will extend into more than one class period/week. These topics are noted in the approximate order in which they will occur, though some flexibility in the order of presentation is reserved:

- Course overview, and **Introduction to Organizational Behavior** (theories at the individual-to-collective levels of analysis) (2 class periods)
- **Group Think**, both positive and negative; some emphasis will be given to related organizational pathologies (2 class periods)
- **Leadership Theories**, especially transactional and transformational leadership (2 class periods)
- **Communication**, both verbal and non-verbal
- **Ethics**
- **Organizational Learning and Unlearning**
- **Organizational Change Management**
- **Media Management**
- **Neuro-science** as an organizational tool
- **Culture** and **Cultural Change**
- **Game Theory** and **the Nash Equilibrium**, and **Chaos Theory**, as applied internal and external to organizations

It is expected that a mid-term examination will be administered during week 7 of the course. The Final Paper will be due at the conclusion of class during week 13, and the Final Examination will be administered during week 14. The week 15 class period will be used as a course wrap-up, employing the returned Final Exams and final Papers as teaching guides to bring the course to a focal point of conclusion.

Students should be aware of UNYP's course withdrawal schedule and be prepared to self-determine their course performance and standing vis-à-vis this schedule.

## 6. Course Requirements and Grading

The course will be graded on the basis of:

Participation and in-class group work	25%
(Participation grade will be further sub-divided along the dimensions of <b>Teamwork</b> and <b>Leadership</b> )	
Midterm Exam	25%
Final Paper/Project	25%
Final Exam	<u>25%</u>
Total	100%

### Participation in class (25%)

All students are expected to participate in class. A record will be kept of your participation and how you contribute to class discussions. The participation component of the grading criteria makes up 25% of your final grade, so it is advised that you come to class prepared and ready to participate meaningfully. Please note that surfing on laptops or using mobile phones during class will be reasons to lower your participation grade. Repeated late arrivals will also negatively affect your participation grade. Additionally, your participation will be evaluated, at least in part,

based upon your performance as a team-player and with regard to the leadership roles you assume.

### Mid-Term/Final Examination (25% each)

Information regarding the Mid-Term and Final Examinations will be provided during our first class period. Exam information will also be posted on the Week 1 eLearning site.

### Final Paper (25%)

This individual paper or project should be proposed by the student to the professor not later than the conclusion of the 5<sup>th</sup> class period. Once approved by the professor the final paper/project must be turned-in not later than the end of the Week 13 class period. More information regarding the final paper will be provided during our first class period and will also be posted on the course's Week 1 eLearning component.

### Grading Scale

Letter Grade	Percent (%)	Generally Accepted Meaning	Notes
A	95-100	Outstanding work	Credits awarded
A-	90-94		
B+	87-89	Good work, distinctly above the average	
B	83-86		
B-	80-82		
C+	77-79	Acceptable Work	
C	73-76		
C-	70-72		
D+	67-69	Work that is significantly below average	
D	63-66		
D-	60-62		
F	0-59	Work that does not meet the minimum standards for passing the course	Credits not awarded

## 7. Key UNYP Policies

### Attendance

It is your responsibility to show up to class on time. If you are late you will be marked as absent for that hour. If you miss more than 12 (twelve) hours of class for any reason, you will automatically fail the entire course, regardless of academic standing. Pay strict attention to this policy!

### Academic Honesty

- The university's rules on academic dishonesty (e.g., cheating, plagiarism, submitting false information) will be strictly enforced. Please familiarize yourself with the **student honor code** or ask your instructor for clarification.
- For examinations: Copying from your neighbor, communicating with another student, using a phone or anything similar will result in you failing the test or quiz.
- On written papers, properly note your sources with academic citations. Cutting and pasting from the Internet without accurately citing the source may be considered plagiarism. Students may be required to submit papers electronically, which could mean an automated check for plagiarism via the Turnitin resource. Students may also be required to defend the content of a paper orally to an instructor as a check on authorship.

- If you have questions about any of the above, please consult with the professor.

## 8. General Requirements

- Students are expected to attend each class session and participate in a positive way.
- Students are expected to come to class fully prepared to discuss homework readings, projects or cases.
- Students are expected to turn in homework assignments at the beginning of the class period on the day they are due.
- Students are expected to leave their mobile phones, beepers, pagers, and so forth switched off.
- Students may not use laptops or netbooks for any reason other than taking notes. **Do not** surf the Web during class time.
- In the event of illness or emergency, contact your instructor **in advance** to determine whether special arrangements are possible.

## 9. European Credit Transfer and Accumulation System (ECTS)

2 ECTS credits equal 1 American credit hour.

Further, 1 ECTS credit corresponds to 25-30 hours of work. Thus, a 6-credit ECTS course (equivalent to a 3-credit American course) will total 150-180 projected work hours. For this course, students are expected to spend time in the following course-related activities:

Class Lectures and exams	45 hours
Reading class-related material	50 hours
Exam preparations	25 hours
Team preparation	15 hours
Final project preparation	30 hours
TOTAL	165 hours

## 10. Technology Expectations

Assignments, excluding those that are carried out solely in class, must be completed on a computer. Students are presumed to be familiar with the use of the Internet and in particular with the gathering of data from the Worldwide Web. This will be a necessary tool for carrying out some of the course assignments.

**11. Final, Personal Note from the Professor:** This course is not one designed to make your pre-conceived ideas and beliefs “safe” from challenge. To the contrary, the course is crafted in such a way as to push the boundaries of your respective comfort zones. At the same time, however, you will find solace in the fact that there are no pre-conceived notions regarding “right” or “wrong” answers in this course. Regardless of the position you might take, defend it with reason and logic.