



اُنْبُوْسِيَّتِي تَتَكُونُ لَوِيكِي مَارَا

UNIVERSITI TEKNOLOGI MARA  
MELAKA



<http://goo.gl/A4JQ>

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Course	: Behavior in Organizations	Lecturer	: Nur Elimtiazi bin Abidin
Course Code	: OMT360	Contact No.	: 06-5582181 (Office) 019-2932507
Program	: BM118	Website	: <a href="http://nurelimtiazi.uitm.edu.my">nurelimtiazi.uitm.edu.my</a>
Credit Hours	: 3	Room	: CB113
Contact Hours	: 3 (2+1)	Semester	: Dec 2014 – Apr 2015
Course Status	: Core		
Pre-requisite	: None		

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### **COURSE DESCRIPTION**

Behavior in Organizations is an 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.

There are six (6) modules that you need to cover in forms of:

- Chapter 1 *Introduction to the Field of Organizational Behavior (OB)*
- Chapter 2 *Workplace Emotions and Attitudes*
- Chapter 3 *Motivation in the Workplace*
- Chapter 4 *Work-Related Stress and Stress Management*
- Chapter 5 *Foundations of Team Dynamics*
- Chapter 6 *Power and Influence in the Workplace*

### **COURSE POLICIES**

- **Quizzes**

Three (3) quizzes will be given. No make-up quiz will be allowed without prior arrangements being made and without valid reasons.

- **In Case You Are Late or Absent:**

It is your responsibility to get the course notes, handouts, and assignments when you miss class or be late from your lecturer or pals.

- **Assessment**

<b>Continuous Assessment:</b>	
Quizzes (3)	30%
Project	20%
	} <b>50%</b>
<b>Final Examination</b>	50%
<b>Total</b>	<u><u>100%</u></u>

- **Checklist**

Please ensure that you have already:

- **Registered** for this course – OMT360, according to group assigned (i.e: MBM1184B) and please validate it accordingly.
- Filled your course **Entrance Survey** at i-Learn portal (01/12/2014 – 14/12/2014).
- Will fill your course **Exit Survey** also at i-Learn portal (09/03/2015 – 22/03/2015)
- Downloaded softcopy of all chapters (powerpoint) from my website:- **nurelimtiaz.uitm.edu.my @ <http://goo.gl/ePrudR>**
- **Filled your student profiling form at <http://goo.gl/A4JQ1g>**
- **Registered** your virtual class on edmodo.com using specific class code:
  - MBM1184B - thcg6e @ <https://edmo.do/j/nb2bxz>
  - MBM1184C - qfw6ui @ <https://edmo.do/j/gjezui>
  - MBM1184D - wxb8sk @ <https://edmo.do/j/hseimw>
  - MBM1184F – fgvipm @ <https://edmo.do/j/c3kv7v>

**OMT255 ACADEMIC CALENDAR FOR SEMESTER DEC 2014 – APR 2015**

<b>Week / Date</b>	<b>Modules</b>	<b>Homework/Laboratory Assignment</b>
1 01/12 – 05/12	Course Introduction	1. What is OB?
2 08/12 – 12/12	Chapter 1: Introduction to Organizational Behavior	1. The field of OB
3 15/12 – 19/12	Chapter 1: Introduction to Organizational Behavior	2. OB trends 3. Knowledge management
4 22/12 – 26/12	<b>MID TERM BREAK: 22 DECEMBER 2014 – 04 JANUARY 2015</b>	
5 29/12 – 02/01		
6 05/01 – 09/01	Chapter 2: Workplace Emotions and Attitudes	1. Emotions in the workplace
7 12/01 – 16/01	Chapter 2: Workplace Emotions and Attitudes <b>Quiz 1</b>	2. Job satisfaction 3. Organizational commitment
8 19/01 – 23/01	Chapter 3: Motivation in the Workplace	1. Need-based theories of motivation 2. Expectancy theories of motivation
9 26/01 – 30/01	Chapter 3: Motivation in the Workplace	3. Goal setting and feedback 4. Organizational justice
10 02/02 – 06/02	Chapter 4: Work-Related Stress and Stress Management	1. What is stress? 2. Stressors: The causes of stress
11 09/02 – 13/02	Chapter 4: Work-Related Stress and Stress Management <b>Quiz 2</b>	3. Consequences of distress 4. Managing work-related stress
12 16/02 – 20/02	Chapter 5: Foundations of Team Dynamics <b>19/02 – 20/02 CNY</b>	1. Types of teams and informal groups 2. Team cohesiveness 3. The trouble with teams
13 23/02 – 27/02	Chapter 6: Power and Influence in the Workplace	1. The meaning of power 2. Sources of power in organizations
14 02/03 – 06/03	Chapter 6: Power and Influence in the Workplace	3. Office romance and power
15 09/03 – 13/03	Chapter 6: Power and Influence in the Workplace	4. Influencing others 5. Influence tactics and organizational politics
16/03 – 20/03	<b>Quiz 3</b>	
23/03 – 27/03	<b>STUDY WEEK AND REVISION</b>	
30/03 – 17/04	<b>(FINAL EXAMINATION: 30/03/2015 – 17/04/2015)</b>	

## Introduction to the Field of Organizational Behavior (OB)

### 1.1 The field of OB

1.1.1 What are organizations?

1.1.2 Why study OB?

- Understanding, predicting, and influencing
- OB is for everyone
- OB and the bottom line

### 1.2 Organizational behavior trends/Contemporary Challenges for Organizations

1.2.1 Globalization

1.2.2 Workforce diversity

- Deep-level diversity
- Consequences of diversity

1.2.3 Emerging employment relationships

- Aligning the workplace with the emerging workforce expectations
- Work-life balance

1.2.4 Virtual work

- Virtual team

1.2.5 Values, ethics and Corporate Social Responsibility

- Importance of values in the workplace
- Corporate social responsibility

### 1.3 Knowledge management/Organizational Learning Perspective

1.3.1 Knowledge management processes

- Knowledge acquisition
- Knowledge sharing
- Knowledge use

1.3.2 Organizational memory and unlearning

## Workplace Emotions and Attitudes

### 2.1 Emotions in the workplace

Types of emotions

Emotions, attitudes, and behavior (*exclude 'how emotions influence attitudes and behavior' & 'when cognitions and emotions conflict'*)

Cognitive dissonance

Emotions and personality

### 2.2 Job satisfaction

2.2.1 Job satisfaction and work behavior

2.2.2 Job satisfaction and performance

2.2.3 Job satisfaction and customer satisfaction

### 2.3 Organizational commitment

Consequences of organizational commitment

- Consequences of continuance commitment

Building organizational commitment

**QUIZ 1 (CHAPTER 1.0 & 2.0)**  
**1 HOUR**

## Foundations of Employee Motivation

### 3.1 Motivating employees/Employee Engagement

### 3.2 Employee Drives and Needs

- 3.2.1 Maslow's needs hierarchy theory
  - Limitations and contributions of Maslow's work
- 3.2.2 What's wrong with needs hierarchy models?
- 3.2.3 Learned Needs Theory
  - Learning needs

### 3.3 Expectancy theory of motivation

- 3.3.1 Expectancy theory model
  - $E \rightarrow P$  expectancy
  - $P \rightarrow O$  expectancy
  - Outcome valences
- 3.3.2 Expectancy theory in practice
  - Increasing  $E \rightarrow P$  expectancies
  - Increasing  $P \rightarrow O$  expectancies
  - Increasing outcome valences

### 3.4 Goal setting and feedback

- 3.4.1 Characteristics of effective goals
- 3.4.2 Characteristics of effective feedback
- 3.4.3 Sources of Feedback
  - Multisource (360-degree) feedback
  - Executive coaching
  - Choosing feedback sources
- 3.4.4 Evaluating goal setting and feedback

### 3.5 Organizational justice

- 3.5.1 Distributive justice and equity theory
  - Element of equity theory
  - Equity evaluation
  - Correcting inequity feelings
  - Individual differences: Equity sensitivity
  - Problems equity theory
- 3.5.2 Procedural Justice
  - Structural rules of justice
  - Social rules of justice
    - Consequences of procedural injustice

## **Work-Related Stress and Stress Management**

(refers 4<sup>th</sup> edition)

4.1 What is stress? (*Exclude general adaptation syndrome*)

4.2 Stressors: The causes of stress

4.2.1 Interpersonal stressors

- Workplace violence
- Psychological and sexual harassment

4.2.2 Role-related stressors

- Work overload

4.2.3 Task control stressors

4.2.4 Organizational and physical environment stressors

4.2.5 Non-work stressors

- Time-based conflict
- Strain-based conflict
- Role behavior conflict

4.2.6 Stress and occupations

4.3 Consequences of distress

4.3.1 Physiological consequences

4.3.2 Psychological consequences

- Job burnout

4.3.3 Behavioral consequences

- Workplace aggression

4.4 Managing work-related stress

4.4.1 Remove the stressor

- Work-life balance initiatives

4.4.2 Withdraw from the stressor

- Temporary withdrawal strategies

4.4.3 Change stress perceptions

4.4.4 Control the consequences of stress

4.4.5 Receive social support

**QUIZ 2 (CHAPTER 3.0 & 4.0)**  
**1 HOUR**

## **Team Dynamics**

### 5.1 Teams and Informal groups

Why rely on teams/Advantages and Disadvantages of Teams

### 5.2 Team cohesion

- Influences on team cohesion
- Consequences of team cohesion

### 5.3 The trouble with teams/The challenges of teams

#### 5.3.1 Social loafing

- How to minimize social loafing

## **Power and Influence in the Workplace**

### 6.1 The meaning of power

### 6.2 Sources of power in organizations

6.2.1 Legitimate power

6.2.2 Reward power

6.2.3 Coercive power

6.2.4 Expert power

6.2.5 Referent power

### 6.3 Influencing others

#### 6.3.1 Types of influence tactics

- Silent authority
- Assertiveness
- Information control
- Coalition formation
- Upward appeal
- Ingratiation and impression management
- Persuasion
- Exchange

#### 6.3.2 Consequences and contingencies of influence tactics

- Upward, downward, or lateral influence
- The influencer's power base
- Personal and cultural values

### 6.4 Influence tactics and organizational politics

#### 6.4.1 Conditions supporting organizational politics

- Personal characteristics

#### 6.4.2 Minimizing organizational politics and its consequences

**QUIZ 3 (CHAPTER 5.0 & 6.0) – 1/9/2014 – 5/9/2014**