

**American University - Central Asia  
Business Administration Department**

**Course Syllabus**

**MNG306 – Management and Organizational Behavior II**

**Number of Credits: 6**

**Prerequisite: MNG 305**

**Course Description:**

The purpose of this course is to provide the student with a basic understanding of individual, group and organizational dynamics that influence human behavior in business and determine appropriate management approaches to foster a productive work environment. We will examine a variety of theories, models and strategies used to understand motivation and individual behavior, decision making, the dynamics of groups, work teams, communication, leadership, power and politics, conflict resolution, work design, organizational structure and culture, and managing change. Receive a conceptual base for interpreting, assessing, and influencing human behavior in an organization.

Upon successful completion of this course the student should be able to explain organizational theory as it relates to management practices, employee relations, and structure of the organization to fit its environment and operation; analyze leadership styles and determine their effectiveness in employee situations; discuss experiences in managing and resolving organizational problems; describe the impact of corporate culture and atmosphere on employee behavior; and analyze team dynamics, and cultural diversity.

**Objectives of Course:**

The objectives of the course are to develop a basic understanding of the theories and concepts of management, demonstrate the ability to apply management theory and concepts to organizational problems, develop the basic interpersonal, analytical, critical thinking, teamwork and decision-making skills required of managers, and develop an awareness of current issues and trends in management

**Student Evaluation:** This course will present core content necessary to understand the field of organization development. Your role is to challenge yourself in each assignment area by leveraging what you know and discovering what you don't know. I encourage each of you to

strive for high performance in every assignment listed below, but most importantly, to challenge your assumptions, mental models and capabilities. You will be responsible for ensuring that you get what you need from this course in the spirit of both personal and professional growth.

**Your grades** will be based on the following four essential elements:

1. Class Participation – preparedness (10%)
2. Group Facilitation Assignment (15%)
3. Midterm Paper (25%)
4. Final Paper (50%)

**Class Participation:** Peer-to-peer learning in classroom environments such as this can be very powerful. In this particular course, it is essential. However this can only be achieved if all members come to class prepared, having read all assignments listed for that class, and then voluntarily contribute their thoughts and ideas to the discussion. The best class discussions occur when differing views are presented and defended while maintaining an atmosphere of mutual respect for all viewpoints. Of course you cannot participate if you are not in class.

**Textbook:**

Organizational Behavior: Essentials for Improving Performance and Commitment, Colquitt, LePine, & Wesson, McGraw-Hill, 2010. (ISBN 0077315162)

**Chapter 1: Organizational Behavior**

Learning Objectives: After reading this chapter, you should be able to understand and articulate answers to the following questions:

- a. What is organizational behavior (OB)?
- b. Why does organizational behavior matter?
- c. How can I maximize my learning in this course?
- d. What research methods are used to study organizational behavior?
- e. What challenges and opportunities exist for OB?

**Chapter 2: Managing Demographic and Cultural Diversity**

Learning Objectives: After reading this chapter, you should be able to do the following:

- a. Understand what constitutes diversity.
- b. Explain the benefits of managing diversity.
- c. Describe challenges of managing a workforce with diverse demographics.
- d. Describe the challenges of managing a multicultural workforce.
- e. Understand diversity and ethics.
- f. Understand cross-cultural issues regarding diversity.

**Chapter 3: Understanding People at Work: Individual Differences and Perception**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Define personality and describe how it affects work behaviors.
- b. Understand the role of values in determining work behaviors.
- c. Explain the process of perception and how it affects work behaviors.
- d. Understand how individual differences affect ethics.
- e. Understand cross-cultural influences on individual differences and perception

#### **Chapter 4: Individual Attitudes and Behaviors**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Identify the major work attitudes that affect work behaviors.
- b. List the key set of behaviors that matter for organizational performance.
- c. Understand the link between work attitudes and ethics.
- d. Understand cross-cultural differences in job attitudes and behaviors at work.

#### **Chapter 5: Theories of Motivation**

Learning Objectives: After reading this chapter, you should be able to do the following

- a. Understand the role of motivation in determining employee performance.
- b. Classify the basic needs of employees.
- c. Describe how fairness perceptions are determined and consequences of these perceptions.
- d. Understand the importance of rewards and punishments.
- e. Apply motivation theories to analyze performance problems

#### **Chapter 6: Designing a Motivating Work Environment**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Describe the history of job design approaches.
- b. Understand how to increase the motivating potential of a job.
- c. Understand why goals should be SMART.
- d. Set SMART goals.
- e. Give performance feedback effectively.
- f. Describe individual-, team-, and organization-based incentives that can be used to motivate the workforce.

#### **Chapter 7: Managing Stress and Emotions**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Understand the stress cycle.
- b. Recognize the sources of stress for employees.
- c. Recognize the outcomes of stress.
- d. Understand how to manage stress in organizational contexts.
- e. Understand the role emotions play for attitudes and behaviors at work.
- f. Learn about emotional labor and how to manage it.
- g. Understand how emotions can affect perceptions of what is ethical.
- h. Understand cross-cultural differences in stressors.

#### **Chapter 8: Communication**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Understand the communication process.
- b. Compare and contrast different types of communication.
- c. Compare and contrast different communication channels.
- d. Understand and learn to overcome barriers to effective communication.
- e. Understand the role listening plays in communication.
- f. Learn how ethics can play a role in how messages are communicated as well as how they are perceived.

- g. Learn how verbal and nonverbal communication can carry different meanings among cultures.

### **Chapter 9: Managing Groups and Teams**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Recognize and understand group dynamics and development.
- b. Understand the difference between groups and teams.
- c. Compare and contrast different types of teams.
- d. Understand how to design effective teams.
- e. Explore ideas around teams and ethics.
- f. Understand cross-cultural influences on teams.

### **Chapter 10: Conflict and Negotiations**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Understand the different types of conflict.
- b. Understand the causes of conflict.
- c. Understand the consequences of conflict.
- d. Understand how to manage conflict effectively.
- e. Understand the stages of the negotiation process.
- f. Understand how to avoid common negotiation mistakes.
- g. Engage in conflict management and negotiation ethically.
- h. Understand cross-cultural differences in conflict and negotiation

### **Chapter 11: Making Decisions**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Understand what is involved in decision making.
- b. Compare and contrast different decision-making models.
- c. Compare and contrast individual and group decision making.
- d. Understand potential decision-making traps and how to avoid them.
- e. Understand the pros and cons of different decision-making aids.
- f. Engage in ethical decision making.
- g. Understand cross-cultural differences in decision making.

### **Chapter 12: Leading People With in Organizations**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Define what leadership is and identify traits of effective leaders.
- b. Describe behaviors that effective leaders demonstrate.
- c. Specify the contexts in which various leadership styles are effective.
- d. N Explain the concepts of transformational, transactional, charismatic, servant, and authentic leadership.

### **Chapter 13: Power and Politics**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Understand the meaning of power.
- b. Recognize the positive and negative aspects of power and influence.
- c. Recognize the sources of power.

- d. Understand and recognize influence tactics and impression management.
- e. Learn the definition of a social network and how to analyze your own network.
- f. Understand the antecedents and consequences of organizational politics.
- g. Understand how ethics affect power.
- h. Understand cross-cultural influences on power use.

### **Chapter 14: Organizational Structure and Change**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Define organizational structure.
- b. Identify the basic elements of structure.
- c. Explain the difference between mechanistic and organic structures and describe factors shaping an organization's structure.
- d. Describe matrix, boundary-less, and learning organizations.
- e. Understand how structure affects ethics.
- f. Understand cross-cultural influences on structure and change.

### **Chapter 15: Organizational Culture**

Learning Objectives: After reading this chapter, you should be able to do the following.

- a. Describe organizational culture and why it is important for an organization.
- b. Understand the dimensions that make up a company's culture.
- c. Distinguish between weak and strong cultures.
- d. Understand factors that create culture.
- e. Understand how to change culture.
- f. Understand how organizational culture and ethics relate.
- g. Understand cross-cultural differences in organizational culture.

### **Expected deliverables from Final Paper:**

The final paper weighs for 50% of grade and is a great milestone for your future senior thesis research. Carefully chosen dimension/ topic and research conducted with commitment can lead to the work, which may serve as nearly 30% of your senior thesis.

For this work following is expected:

- ❗ The paper should be 15 – 20 pages (excluding title page, Introduction, and Bibliography) in APA format.
- ❗ The introduction part should include Rationale for the choice of topic, objectives of the research, subject of the research, Methodology of the research, and Limitations (if any).
- ❗ The research work should reflect serious effort to collect secondary information in relevance to the topic.

**NOTE:** This research is purely literature review assignment and does not require empirical research and data collection. Empirical research can be conducted later when/ if you continue with this topic for your senior thesis.