



FACULTY OF BUSINESS
BACHELOR OF BUSINESS ADMINISTRATION IN MARKETING
LEARNING MODULE OUTLINE

Academic Year	2023 / 2024	Semester	1
Module Code	MGMT2120-211		
Learning Module	Organizational Behaviour		
Pre-requisite(s)	Nil		
Medium of Instruction	Chinese / English		
Credits	3	Contact Hours	45 hrs
Instructor	YU LAI PENG	Email	amyyu@mpu.edu.mo
Office	Room M528, Meng Tak Building	Office Phone	85993299

MODULE DESCRIPTION

This module is designed to provide students with an understanding of essential theories and insights into how the discipline of organizational behavior can be used to achieve more efficient and higher-performing workplaces. It covers the dynamics of people and organization models of organizational behavior, motivation and reward systems, individual and interpersonal behavior, managing change and organizational behavior across cultures.

MODULE INTENDED LEARNING OUTCOMES (ILOS)

On completion of this learning module, students will be able to:

M1.	Resolve issues and problems generally encountered in the field of Organizational Behavior.
M2.	Assess individual level impact on organizational behavior.
M3.	Appraise social and group level impact on organizational behavior.
M4.	Evaluate leadership and influence on organizational behavior.
M5.	Examine organizational system level impact on organizational behavior.



These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

Marketing Program PILOs	M1	M2	M3	M4	M5
P1. Explain the core concepts, values and Skills <ul style="list-style-type: none"> Students are able to apply the marketing principles, concepts, theories in analyzing the changing business environment. 					
P2. Apply appropriate Tools and technologies <ul style="list-style-type: none"> Students are able to demonstrate using related tools, technology and skills to generate proposals and solutions. 					
P3. Proceed Lifelong learning <ul style="list-style-type: none"> Students are able to apply self and independent learning to leverage learned knowledge in practical life. 	✓	✓	✓	✓	✓
P4. Adopt Leadership approaches <ul style="list-style-type: none"> Students are able to develop collaborative groups, synergy teams in achieving objectives and shared goals. 		✓	✓	✓	✓
P5. Demonstrate and practice Legal and Ethical Values <ul style="list-style-type: none"> Students are able to identify professional ethics from broad business practices. 	✓				
P6. Effective Communication Skills <ul style="list-style-type: none"> Students are able to communicate and present ideas effectively. 					
P7. Critical Thinking <ul style="list-style-type: none"> Students are able to apply self-understanding and analysis of critical perspectives to issues in broad conditions for problem solving. 	✓	✓	✓	✓	✓
P8. Intercultural Competence <ul style="list-style-type: none"> Students are competent to associate in a diversified social and global community. 	✓	✓	✓	✓	✓

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1.	Chapter 1: An Overview of Organizational Behavior 1. Define organizational behavior and describe how it impacts both personal and organizational success. 2. Describe the strategic context and contextual perspectives of organizational behavior and discuss the relationships between strategy and organizational behavior.	3 hrs
2/3	Chapter 3: Individual Characteristics 1. Explain the nature of individual differences, the concept of fit, and the role of realistic job previews. 2. Define personality and describe general personality frameworks and attributes that affect behavior in organizations. 3. Identify important personality traits, kinds of intelligence, learning styles that influence how people process information that affect behavior in organizations.	4 hrs
3/4	Chapter 4: Individual Values, Perceptions, and Reactions	4 hrs



	<ol style="list-style-type: none"> 1. Discuss how attitudes are formed, describe the meaning of cognitive dissonance, and identify three important work-related attitudes. 2. Describe the role and importance of values and emotions in organizational behavior. 3. Describe basic perceptual processes and how perception affects fairness, justice, and trust in organizations. 	
4/5	<p>Chapter 6: Motivating Behavior with Work & Rewards</p> <ol style="list-style-type: none"> 1. Identify different approaches to job design and relate each to motivation. 2. Discuss employee participation, empowerment, and flexible work arrangements and explore how they can impact motivation. 3. Discuss performance management and its role in motivation. 4. Describe how organizations use various kinds of rewards to motivate employees. 	3 hrs
5/6	<p>Chapter 7: Groups and Teams</p> <ol style="list-style-type: none"> 1. Define groups and teams and describe several types of each. 2. Identify the five core group performance factors and relate them to groups and teams in organizations. 3. Discuss the stages of group and team development, team performance factors, and implementation process in creating new teams. 4. Identify primary benefits and costs of teams, how managers can promote effective team performance, and team competencies. 	4 hrs
7	Midterm Examination	3 hrs
8/9	<p>Chapter 10: Managing Conflict and Negotiating</p> <ol style="list-style-type: none"> 1. Describe the nature of conflict, the conflict escalation process, and describe how conflict can be de-escalated. 2. Discuss the five interpersonal conflict management strategies. 3. Describe conflict resolution behaviors and discuss how to create constructive conflict. 4. Describe the differences between distributive and integrative negotiation and identify the three types of alternative dispute resolution. 	4 hrs
9/10	<p>Chapter 12: Contemporary Views of Leadership</p> <ol style="list-style-type: none"> 1. Describe contemporary situational theories of leadership. 2. Discuss leadership through the eyes of followers. 3. Describe alternatives to leadership. 4. Describe the changing nature of leadership and emerging leadership issues. 	3 hrs
10/11	<p>Chapter 13: Power, Influence, and Politics</p> <ol style="list-style-type: none"> 1. Describe different kinds of position and personal power. 2. Discuss how individuals and groups obtain and use power. 3. Discuss influence and which influence tactics are the most and least effective. 4. Describe factors that influence political behavior in organizations and the role of impression management in power and influence. 	4 hrs
11/12.	<p>Chapter 15: Organizational Culture</p> <ol style="list-style-type: none"> 1. Describe the meaning, importance, and origins of organizational culture. 2. Discuss cultures of conflict and cultures of inclusion. 3. Discuss how technology and innovation affect organizational culture. 4. Describe how effective organizations manage their culture. 	4 hrs
13.	<p>Chapter 16: Organization Change and Change Management</p> <ol style="list-style-type: none"> 1. Summarize the dominant forces for change in organizations and describe the process of planned organization change. 	3 hrs



	2. Explain resistance to change. 3. Identify the keys to managing successful organization change and development and describe organizational learning.	
14.	Review	3 hrs
15.	Final Examination	3 hrs

TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4	M5
T1. Lectures	✓	✓	✓	✓	✓
T2. Exercises & Group Discussion	✓	✓	✓	✓	✓
T3. Case Studies	✓	✓	✓	✓	✓
T4. Examinations	✓	✓	✓	✓	✓

ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of the Macao Polytechnic University. Students who do not meet the attendance requirements for the learning module shall be awarded an 'F' grade.

ASSESSMENT

In this learning module, students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed
A1. Exercises & Case Studies	30%	M1-M5
A2. Mid-term Exam	30%	M1-M2
A3. Final Exam	40%	M3-M5

The assessment will be conducted following the University's Assessment Strategy (see www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.

MARKING SCHEME

	Assessments
Criterion	Exercises, Case-study, Mid-term Exam, Final Exam
Excellent A, A-	Strong evidence of original thinking; good organization, capacity to analyze and systemize; superior grasps of subject matter; strong evidence of extensive



88% - 100%	knowledge base.
Very Good, B+ 83% - 87%	Evidence of grasps of subject; strong evidence of critical capacity and analytical ability; good understanding of issues; evidence of familiarity with literature.
Good B, B- 73% - 82%	Evidence of grasp of subject; some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with literature.
Satisfactory C+, C, C- 58% - 72%	Profiting from the study experience; understanding of the subject; ability to develop solutions to simple problems in the material.
Pass D+, D 50% - 57%	Sufficient familiarity with the subject matter to enable the student to progress without repeating the learning module
Fail F 0% - 49%	Little evidence of familiarity with the subject matter; weak in critical and analytical skills; limited, or irrelevant use of literature.

REQUIRED READINGS

Textbook

Griffin, R.W., Phillips, J.M. & Gully, S.M. (2020). *Organizational Behavior: Managing People and Organizations* (13th Ed.) (with Mindtap access card). Boston USA: Cengage Learning.

REFERENCES

McShane, S. & Von-Glinow, M. (2022). *Organization Behavior* (5th Ed.) NY: Mcgraw Hills.

STUDENT FEEDBACK

At the end of every semester, students are invited to provide feedback on the learning module and the teaching arrangement through questionnaires. Your feedback is valuable for instructors to enhance the module and its delivery for future students. The instructor and programme coordinators will consider all feedback and respond with actions formally in the annual programme review.

ACADEMIC INTEGRITY

The Macao Polytechnic University requires students to have full commitment to academic integrity when engaging in research and academic activities. Violations of academic integrity, which include but are not limited to plagiarism, collusion, fabrication or falsification, repeated use of assignments and cheating in examinations, are considered as serious academic offenses and may lead to disciplinary actions. Students should read the relevant regulations and guidelines in the Student Handbook which is distributed upon the admission into the University, a copy of which can also be found at www.mpu.edu.mo/student_handbook/.