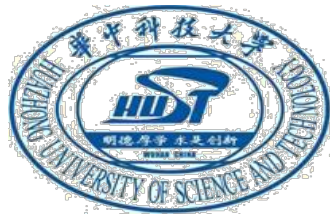


**SCHOOL OF MANAGEMENT**  
**HUAZHONG UNIVERSITY OF SCIENCE & TECHNOLOGY**



**MGMT ORGANIZATIONAL BEHAVIOR**  
**2014**

Meeting Time: Week 12-15; M.& Th: 8:00-11:50 am  
Location: Room 126  
Instructor: Pengcheng Zhang, PhD  
Office hours: M : 2:30-4:30pm or by appointment; Room 607  
Email: [zhangpch@126.com](mailto:zhangpch@126.com)  
Phone: 1399 5689 170(Cell)

**Introduction**

This course deals with human behavior in a variety of organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, the influence of technology, and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.

**Course Goals and Objectives:**

General Goal: to study and understand the relationship of individual and group behavior to the organization/workplace environment.

Objectives include to:

- Study the major topics within the field of organizational behavior
- Review the prominent theories that are employed to understand, study, and change behavior in work settings
- Engage in problem solving situations that apply organizational concepts to identify and resolve problems in the workplace, and build critical thinking skills
- Study the role of groups/teams in organizations
- Apply course concepts to real life situations with simulations and role play

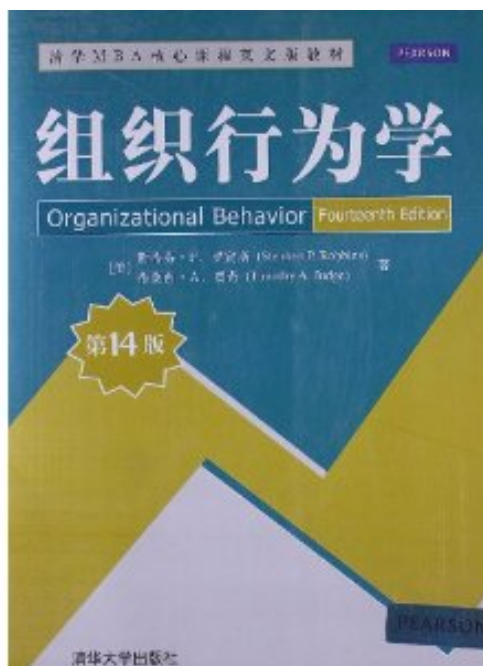
- Explore and discuss variables such as motivation and power and their relationship to work behavior
- Evaluate the influence of technology in the organization
- Develop insight into the importance of diversity and cross cultural factors in the domestic and international workplaces
- Discuss the effects of both emotional and environmental stressors and how leaders cope effectively with these challenges
- Examine the nature of change in organizations and explore strategies for successful change

### Required reading:

#### Textbooks:

Stephen P. Robbins, Timothy A. Judge, 2012, *Organizational Behavior*, 14 edition, Prentice Hall

(美)罗宾斯、(美)贾奇, 2012, 《组织行为学》, 清华大学出版社, (Photocopied English version (14edition) published in Mainland China).



#### Optional:

Stephen P. Robbins, Timothy A. Judge, 2009, *Essentials of Organizational Behavior* (10 edition), Prentice Hall

Steven McShane, Mary Von Glinow, 2012, *Organizational behavior*, 6 edition, McGraw-Hill/Irwin

#### Others:

Materials such as lecture notes, handouts, cases, and exercises etc. may be delivered to you in

class or by email.

### **Course Grade**

The final grade takes account of the following components:

(1) Class presentation and discussions: 30%

People: 2-person team is required to prepare for the class presentation.

Topic: there are 14 presentation topics (P) and each team might choose one of them (see weekly schedules as below).

Function: As a session leader, your role will be to lead the class through a productive discussion of the chapter topic of the session. This could entail taking responsibility for the overall topic (e.g., "Motivation). Although everyone is expected to have read the required textbook material, the session leader is encourage to have also collected additional material on the topic, including video, cases, recent news report, games, etc., as long as it benefits class understanding and participation in this class.

Language: English is preferred.

Time: 20 minutes (extending is allowed if really necessary)

(2) Reading Assignments and exercises: 20%

You should choose at least 5 articles from reading materials, and write 2 pages of summary for each accordingly.

(3) Term paper: 50%.

## Weekly Schedules

Day	Week	Date	Lectures	Textbook Chapter
1		05-05	Course introduction: What is organizational behavior? Why is the study of OB important in the workplace? Discussion of course requirements, assignment objectives, and grading criteria; Diversity in organization; Attitudes and Job Satisfaction	Chapter 1-3
2		05-08	Personality and Values (P1) ; Perception and Individual Decision Making (P2); Emotions and Moods (P3)	Chapter 4-6
3		05-12	Motivation Concepts (P4); Motivation: From Concepts to Applications (P5);	Chapter 7-8
4		05-15	Foundations of Group Behavior (P6); Understanding Work Teams (P7)	Chapter 9-10
5		05-19	Leadership (P8); Power and Politics (P9)	Chapter 12 Chapter 13
6		05-22	Communication (P10); Conflict and Negotiation (P11);	Chapter 11 Chapter 14
7		05-26	Foundations of Organization Structure (P12) Organizational Culture (P13)	Chapter 15 Chapter 16
8		05-28	Organizational Change and Stress Management (P14). Final review;	Chapter 18

**Note: P= Presentation topic**

### Reading Assignments

#### Day 1

Heath, C., & Sitkin, S. (2000). Big-B versus Big-O: An examination into what is distinctly organizational about organizational behavior. *Journal of Organizational Behavior*, 22 (1): 1-16.

Chatman, J. A., Polzer, J. T., Barsade, S. G., & Neale, M. A. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. *Administrative Science Quarterly*, 43: 749-780.

Avery, J. B., Luthans, E. & Youssef, C. M. (2010) The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36, 430-452

#### Day 2

Judge, Bono, Ilies & Gerhardt (2002). Personality and Leadership: A Qualitative and Quantitative Review. *Journal of Applied Psychology*. 87, 765-780

Staw, B. M., & Barsade, S. G. (1993). Affect and managerial performance: A test of the

sadder-but-wiser vs. happier-and-smarter hypotheses. *Administrative Science Quarterly*, 38: 304-331.  
Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, 47: 644-675.

#### Day 3

Steers, R. M., Mowday, R. T., Shapiro, D. L. (2004). The future of work motivation theory. *Academy of Management Review*, 29(3), 379-387.

Locke, E. A., Latham, G. P. (2004). What should we do about motivation theory? Six recommendations for the 21st century. *Academy of Management Review*, 29(3), 388-403

Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93, 48-58.

#### Day 4

Ilgen, D. R., Hollenbeck, J. R., Johnson, M. & Jundt, D. (2005) Teams in organizations: From input-process-output models to IMOI models. *Annual Review of Psychology*, 56, 517-543.

Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383.

Roberto, M.A. (2002). Lessons from Everest. The interaction of cognitive bias, Psychological safety and system complexity. *California Management Review*, 45, 136-158.

#### Day 5

Bennett J. Tepper, Sherry E. Moss, Daniel E. Lockhart, Jon C. Carr. (2007). Abusive supervision, upward maintenance communication, and subordinates' psychological distress. *Academy of Management Journal*, 50, (5): 1169-1180

Joanne Yates, Wanda I. Orlikowski. (1992). Genres of organizational communication: a structural approach to studying communication and media. *Academy of Management Review*, 17(2): 299-326

Kristin Byron. (2008). Carrying too heavy a load? The communication and miscommunication of emotion by Email. *Academy of Management Review*, 33(2): 309-327.

#### Day 6

Lord, R.E., Brown, D. J., & Freiberg, S. J. (1999). Understanding the dynamics of leadership: The role of follower self-concepts in the leader/follower relationship. *Organizational Behavior and Human Decision Processes*, 78, 167-203.

Lee, F., & Tiedens, L. (2001). Is it lonely at the top? The independence and interdependence of power holders. *Research in Organizational Behavior*, 23: 43-91.

Galinsky, A. D., Gruenfeld, D. H., & Magee, J. C. (2003). From power to action. *Journal of Personality and Social Psychology*, 85: 453-466.

#### Day 7

Karen A. Jehn and Elizabeth A. Mannix. (2001). The Dynamic Nature of Conflict: A Longitudinal Study of Intragroup Conflict and Group Performance. *Academy of Management Journal*, 44 (2):

238-251

Dan R. Dalton, William D. Todor, Michael J. Spendolini, Gordon J. Fielding, and Lyman W. Porter. (1980). Organization Structure and Performance: A Critical Review. *Academy of Management Review*, 5 (1): 49-64

J. Stuart Bunderson. (2003). Team Member Functional Background and Involvement in Management Teams: Direct Effects and the Moderating Role of Power Centralization. *Academy of Management Journal*, 46 (4): 458-474

Day 8

Schein, E.H. (1996). Culture: The missing concept in organization studies. *Administrative Science Quarterly*, 41, 229-240.

Bowen, D.E., & C. Ostroff. (2004). Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. *Academy of Management Review*, 29, 203-221

Rodolphe Durand and Roland Calori. (2006). Sameness, Otherness? Enriching Organizational Change Theories With Philosophical Considerations On The Same And The Other. *Academy of Management Review*, 31(1): 93-114

Andrew M. Pettigrew, Richard W. Woodman, and Kim S. Cameron. (2001). Studying Organizational Change and Development: Challenges for Future Research. *Academy of Management Journal*, 44(4): 697-71

Marcie A. Cavanaugh, Wendy R. Boswell, Mark V. Roehling, and John W. Boudreau. (2000). An Empirical Examination of Self-Reported Work Stress Among U.S. Managers. *Journal of Applied Psychology*, 85(1): 65-74