



HvA International Business School
Amsterdam University of Applied Sciences

Contemporary Topics in Organizational Behavior

Author(s)	M. Rusthoven, E. Kuijper
Programme Manager	John Sterk Director IBMS and TMA Wil Hazelhof Director IBL
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Contents

1. Module overview	4
1.1 Content.....	4
1.2 Learning goals.....	4
1.3 Coherence with other modules.....	4
1.4 Study materials & recommended further reading.....	5
1.5 Questions and who to contact	5
2. Set-up of this module	5
2.1 Teaching methodology.....	5
2.2 Assignments	5
2.3 Exams.....	6
2.4 Assessment.....	6
2.5 Resit.....	6
2.6 General regulations.....	7
2.7 Lesson plan.....	8
Appendix 1: Relationship with your programme’s profile competencies	9
Appendix 2: Assessment model(s)	10



1. Module overview

This guide gives you an overview of Contemporary Topics in Organizational Behavior. More detailed information can be found on the DLWO (<https://dlwo.dem.hva.nl>)

1.1 Content

This module focuses on the understanding of employee behaviors and attitudes that contribute to organizational success or failure. Throughout the course you will identify factors that influence employees, the processes by which these factors exert their influence and ways of applying this knowledge within organizations. The content of the course is built around 6 themes. Those are individual behavior, person-organization fit (selection, match, value congruence, corporate culture), teams, diversity, work-life balance, and motivation.

1.2 Learning goals

#	You can:
1.	Discuss miscellaneous aspects of individual behavior in organisational context.
2.	Distinguish various components of corporate culture and person-organisation fit.
3.	Compare different approaches to work-life balance by employees and organisations.
4.	Outline the importance of teams and working in groups for organisations today.
5.	Evaluate the impact of diversity on organisational performance.
6.	Compare theories on motivation and relate them to specific cases.
7.	Assess and judge relevant theories on a specific theme of the topics in organisational behavior discussed in the course

Appendix 1 defines the relationship of the learning goals within this module with your programme's profile competences.

1.3 Coherence with other modules

The course serves as a follow up to courses dealing with management and organisation topics, human resource management, and cross cultural awareness. Organisational context and the role of an employee within an organisation will be discussed more thoroughly looking at 6 specific current themes of organisational behavior. Moreover, within the assignment you will utilize business research skills. In addition, this module is also linked to other modules within the OLC minor, namely Cases on Leadership and Change and Business Process Simulation.



1.4 Study materials & recommended further reading

Study books					
Title	Author(s)	Publisher	Year	Edition	ISBN
Customized edition Contemporary Topics in Organizational Behavior	Griffin, Philips, Gully Denisi	Cengage	2016		9781473754003

Additional articles will be provided by the lecturer.

1.5 Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on the DLWO.

2. Set-up of this module

2.1 Teaching methodology

The module is built around 6 themes which will be discussed in the form of in class discussions, group presentations, cases and exercises. You are required to study the material prior to each class.

2.2 Assignments

Group presentations – 30%

The group presentations are made by groups of 5-6 students on one of the 6 themes of the course (see lecture planning for details on when each theme is presented). The presentation is worth 30% of the final grade for the module. The presentation will take about 20-30 minutes followed by an in class discussion. In addition, students are expected to prepare a case on the theme discussed as well as discussion questions. The group that is presenting will also be facilitating the in class discussion. In total this should take about 60 minutes.

The efforts of each individual group member are assessed through peer-assessment. To prevent/minimize freeriding, the lecturer also monitors the team work of each group by having a regular talk with each group. If a student is free-riding, one point will be deducted from that student's grade.

The assessment model for the assignment can be found in Appendix 2.



2.3 Exams

Oral exam – 70%

The oral exam consists of case questions focused on theory application. You will receive a case 1 week before the exam. You will take the exam individually and get to draw 3 questions on the case which you are supposed to be able to answer based on the theory covered in the course. You are expected to study all the theory discussed in class to prepare for the exam (see lecture planning for details). During the exam, the lecturer will take notes which later on will be communicated to the student as feedback. This individual exam is worth 70% of the total module grade.

The assessment model for the exam can be found in Appendix 2.

2.4 Assessment

The assessment methods used in this module are summarised below. The table also shows how the grade for this module will be calculated.

#	Description	Form	Learning goal(s) #	Lecture week	Weight (%)
1	Group presentation in class	Oral/Decentral	7	4, 6, 8, 10, 12	30%
2	Individual oral exam	Oral/Decentral	1-6	tbd	70%
					100%

2.5 Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.

Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1	<ul style="list-style-type: none">Average grade for the whole module \geq 5.5, provided that the grade for the individual oral exam is \geq 5.5	No resit needed	N.A.
2	<ul style="list-style-type: none">Average grade for the whole module $<$ 5.5	Individual oral exam/decentral (no resit for the group presentation)	70%



2.6 General regulations

- 1 You are required to prepare for lessons. If you come to class unprepared, the lecturer has the right to deny you access to the lesson. What is requested of you in terms of lesson preparation is stated below and/ or on the DLWO for this module.
- 2 You must bring a laptop to school for each class. It is your responsibility to make sure that the battery lasts throughout each lesson. If you fail to bring a laptop to class and/or if the battery does not last throughout class, this is regarded as not being prepared. A lecturer then has the right to deny you (further) access to that lesson.
- 3 The assignments will not be graded if the level of English is inadequate. If that is the case, you have to hand in your assignment again in the appointed resit period.



2.7 Lesson plan

Lecture week	Prepare for Lesson	Lesson
1	Read the Module Guide, Chapter 1, 3	Introduction to the course/Introduction Theme 1 (individual behavior)
2	Chapter 4	Continuation Theme 1
3	Chapter 15, Article	Introduction Theme 2/ P-O Fit (selection, match, value congruence, corporate culture)
4		Presentation theme 1 Presentation theme 2
5	Chapter 7	Introduction Theme 3/Teams
6		Presentation theme 3
7	Chapter 8	Introduction Theme 4/Diversity
8		Presentation theme 4
9	Articles on W-L Balance	Introduction Theme 5/Work-life balance (dealing with change, stress, work-family balance, working part-time, flex work)
10		Presentation theme 5
11	Chapter 5, 6	Introduction Theme 6/Motivation
12		Presentation theme 6/ Exam Preparation
13 or 14		Decentral oral exam

Appendix 1: Relationship with your programme's profile competencies

#	You can:
1.	Discuss miscellaneous aspects of individual behavior in organisational context.
2.	Distinguish various components of corporate culture and person-organisation fit.
3.	Compare different approaches to work-life balance by employees and organisations.
4.	Outline the importance of teams and working in groups for organisations today.
5.	Evaluate the impact of diversity on organisational performance.
6.	Compare theories on motivation and relate them to specific cases.
7.	Assess and judge relevant theories on a specific theme of the topics in organisational behavior discussed in the course

LG	IBMS Profile Competencies	Level
1.	International Human Resource Management, Leadership, Intercultural competency	2
2.	International Human Resource Management, Leadership, Intercultural competency	2, 3
3.	International Human Resource Management, International Strategic Vision Development	3
4.	International Human Resource Management, International Strategic Vision Development, Intercultural competency	3
5.	International Human Resource Management, Intercultural competency	3
6.	International Human Resource Management, Leadership, International Strategic Vision Development	3
7.	International Human Resource Management, Business Research Methods, Business Communication	3



Appendix 2: Assessment model(s)

Assessment Model Oral exam

	Unsatisfactory <5.5	Competent 5.5 to 7.9	Outstanding 8.0 to 10	Weight
Criteria				
Overall Understanding	Shows no or only superficial understanding of the topics discussed	Shows sufficient understanding of the topics discussed	Shows a deep/robust understanding of the topics discussed	50%
Structuring	Structures a position or argument that is unfocused or ambiguous	Structures a position or argument that is sufficient in scope and timely	Clearly structures a position or argument	25%
Critical reasoning	Presents evidence that is inaccurate and/or irrelevant, Does not present enough evidence to support argument	Presents evidence that is mostly relevant and accurate Presents evidence to support argument	Presents original and convincing evidence that is relevant and accurate Presents an extensive and credible amount of evidence to support argument	25%

Presentations				
Criteria	Unacceptable <5.5	Acceptable 5.5 to 6.9	Good 7.0 to 8.5	Excellent 8.6 to 10
Content and preparation (50%)	Not prepared, PPT slides (if required) disorganized and shows little to no understanding of the material. Not presented within time.	Shows adequate understanding of the material and preparation. Slides (if required) are minimally prepared. Argumentation is weak, unconvincing. Not presented within time.	Shows good understanding of the material and preparation. Slides (if required) support the presentation well. Convincing and logically argued viewpoint. Well organized and presented within time.	Shows comprehensive, in-depth understanding of the material and outstanding preparation. Slides (if required) support the presentation well. Position/viewpoint is passionately and enthusiastically argued. Well organized and presented within time limit.
Non-verbal communication (20%)	Unprofessional, uninterested attitude. Speaks unclearly, no eye contact.	Professional, interested attitude. May seem nervous, shy or unenthusiastic. Speaks clearly but softly. May be difficult to hear. Some eye contact but looks at screen often.	Professional, interested attitude with some enthusiasm. Speaks clearly and projects voice; has good English pronunciation. Good eye contact but may look at screen occasionally.	Professional, interested and enthusiastic. Holds attention. Speaks clearly and articulately. Very good eye contact with the whole audience.
Question handling / Discussion (30%)	Shows difficulty in answering questions. Acts defensively. No one in the group can answer questions.	May not understand question entirely but tries to answer and defend position. Only a few group members able to answer questions adequately.	Understands question and answers adequately and confidently. Provides additional argumentation and defends position well.	Thorough understanding of questions and makes accurate links to the theory. Interacts with audience and encourages thoughtful debate. Defends position exceptionally well.

Peer Evaluation Form for Group Work (Group Presentation)

For each person, indicate the extent to which you agree with the statement on the left, using a scale of 1-4 (1=strongly disagree; 2=disagree; 3=agree; 4=strongly agree). Total the numbers in each column.

Evaluation Criteria	Group member:	Group member:	Group member:
Attends group meetings regularly and arrives on time.			
Contributes meaningfully to group discussions.			
Completes group assignments on time.			
Prepares work in a quality manner.			
Demonstrates a cooperative and supportive attitude.			
Contributes significantly to the success of the project.			

Feedback on team dynamics:

1. How effectively did your group work?
2. Were the behaviors of any of your team members particularly valuable or detrimental to the team? Explain.