



## National Taiwan University of Science and Technology

### 2020 Winter Program

### BUS 313 Introduction to Organizational Theory

#### Course Outline

**Course Code: BUS 313**

**Instructor: Dr. Yunshan (Victor) Lian**

**Home Institution: University of Wisconsin**

**Office Hours: TBA**

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**Credit: 4**

#### **Course Description**

This course is about studying human behavior and the related dynamics in organizational settings. Specifically, students will investigate various topics related to the behavior of individuals, including motivation, leadership, values and attitudes, diversity, etc. and group behavior such as teamwork, culture and organizational change. We will also look at many of the organizational practices including conflict and negotiations, selection, training and development, compensation, etc. These factors directly affect the organization's overall performance.

In this course, students are also encouraged to think about how to apply the knowledge and skills in the related areas in order to improve their performance and maximize their success as an individual contributor and personal leadership capability in an organization.

In addition to the examples and situations in "traditional" organizations, students shall be aware that these concepts and analyses can also be applied to non-traditional organizations such as non-profit, family businesses, public sector, NGOs, L3Cs, etc. as well.

#### **Required Textbooks:**

Kinicki, A., & Fugate, M. (2016) *Organizational Behavior: A Practical, Problem Solving Approach*. (1 Ed.) Boston, MA: McGraw-Hill  
*Supplementary materials may be utilized during the class.*

#### **Course Objectives**

Students taking this course should be knowledgeable about main concepts and theories of organizational behavior and cultivate a critical way of thinking about the dynamics in organization behavior and leadership. The major objectives of this course are the following:



- (1) Provide recent or historical examples of diversity development in and challenges in organizations such as schools, workplace, government agencies, etc. Think of diversity as heterogeneity in terms of gender, race, ethnicity, age, cultural background, etc.
- (2) Explain the dimensions of organizational structure, culture, human resource management, the stages of changes in an organization.
- (3) Identify the ways in which perception and attribution may affect decision making.
- (4) Explain the stages of group development and what appropriate responses management shall have accordingly.
- (5) Explain how to apply the Hofstede's model to assess national culture.
- (6) Show some contemporary examples of the interactions of ethics and leadership
- (7) Understand interpersonal awareness and explain different styles of negotiation techniques and conflict resolution.
- (8) Illustrate how personality, values and motivation can affect employees' performance. Provide some examples.
- (9) Develop an appreciation of the managerial competencies necessary in contemporary organizations.

#### **Evaluation:**

20% Attendance and discussion  
20% Exercises and homework  
30% Midterm Exam  
30% Final Exam

#### **Attendance & Discussion:**

You are expected to actively participate the class time and TA led discussion.

#### **Exercise:**

Due to the nature of the hybrid format of this course, it's highly important for you to complete the assigned exercises during each week. Late submission is not accepted and will be regarded as zero point.

#### **Midterm and Final Exam**

Midterm and final exam will be in the format of problem solving and concept discussion. Final exam is non-cumulative, which means only covers the rest chapters after the midterm exam.

#### **Grading:**

A+ : 95 - 100 A : 94 – 90  
B+ : 89 - 85 B : 84 – 80  
C+ : 79 - 75 C : 74 – 70  
D+ : 69 - 65 D : 64 – 60  
F : Fail

#### **Academic Integrity**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Students must recognize that failure to follow rules and guidelines may constitute academic misconduct.

Examples of academic misconduct include (but are not limited to) plagiarism, collusion



(unauthorized collaboration), copying the work of another student, and/or possession of unauthorized materials during an examination.

Any suspicious academic misconduct in this course will be reported to the administration of the university. If it is determined that you have committed academic misconduct, the sanctions could include a failing grade in this course and suspension or dismissal from the program.

**Course Schedule** (may subject to change for the purpose of learning effectiveness):

**Week1**

Chapter 1 Making OB work for me  
Chapter 2 Value and attitude  
Chapter 3 Individual differences and emotions  
Chapter 4 Social perception and managing diversity  
TA led review session

**Week2**

Chapter 5 Foundations of employee motivation  
Chapter 6 Performance management  
Chapter 7 Positive organizational behavior  
Chapter 8 Groups and teams  
TA led review session  
Mid-term exam

**Week3**

Chapter 9 Communication in the digital age  
Chapter 10 Managing conflict and negotiations  
Chapter 11 Decision making and creativity  
Chapter 12 Power, influence, and politics  
TA led review session

**Week4**

Chapter 13 Leadership effectiveness  
Chapter 14 Organizational culture, socialization and mentoring  
Chapter 15 Organizational design, effectiveness, and innovation  
Chapter 16 Managing change and stress  
TA led review session  
Final exam