



Shanghai University of Finance & Economics

2022 Summer Program

BUS 310 Organizational Behavior

Course Outline

Course Code: BUS 310

Instructor: Jay Richman

Home Institution: Johns Hopkins University

Office Hours: TBA and by appointment

Email: jrichma2@jhu.edu;

jay.richman@verizon.net

Credit: 4

Class Hours: This course will have 52 class hours, including 32 lecture hours, professor 8 office hours, 8-hour TA discussion sessions, 4-hour review sessions.

Course Description: Organizational leadership requires a deep, and nuanced, understanding of how individuals behave in organizational settings; effective leaders create environments that are consistent with the fundamentals of human behavior in organizations. This course explores the behavior of people in organizations as individual actors and also as groups. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision-making, communication and organizational change and development. Although the course focuses on business organizations, the same theories can also be successfully applied to other type of organizations, such as non-profits, sports teams and social groups.

Course Objectives: Upon completion of this course, students will

- Be able to understand and analyze how organizations and the people within them work.
- Be able to apply OB concepts to real-world problems faced by managers.



- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- Understand the organizational system, including organizational structures, culture, human resources, and change.
- Develop their leadership and management potential.
- Work in teams and gain experience in teamwork and cooperation.
- Improve writing skills by learning to write a concise analysis of management cases.

Required Textbooks:

- McShane, Steven and Von Glinow, Mary, *Organizational Behavior* 8th edition, McGraw-Hill.
- You should also purchase this course pack to access to the case studies to be covered in the class:

<https://hbsp.harvard.edu/coursepacks/>

- Donaldson, Thomas “Finale” (Case 1)
- Thomas, David and Ely, Robin “Making Differences Matter” (Case 2)
- Keeney, Ralph et al “Hidden Traps in Decision Making” (Case 3)
- Kotter, John “What Leaders Really Do” (Case 4)
- Cross, Rob and Prusak, Laurence “People Who Make Organizations Go - or Stop” (Case 5)
- Abrahamson, Eric “Change Without Pain” (Case 6)
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Grades will be based on one Midterm Exam, a Final Exam, Case Discussions, and a Group Project.

	Percent
Midterm Exam	25%
Final Exam	25%
Group Project	30%
Class Participation	20%
Total Max Points	100%

Grading & Evaluation:

A+:4.3——95-100

A :4.0——87-94

A-:3.7——82-86

B+:3.3——78-81

B :3.0——75-77



B -:2.7——71-74

C+:2.3——68-70

C :2.0——65-67

C -:1.7——61-64

D :1.0——55-60

E :0.0——49-54

X :0.0——0

Course Schedule

Week1	Topics Covered	Readings	Assignments Due
	Course Introduction		
	Introduction to the Field of Organizational Behavior	Chapter 1	
	Individual Behavior, Personality and Values	Chapter 2	
	Perceiving Ourselves and Others in Organizations	Chapter 3	
	Workplace Emotions, Attitudes, and Stress	Chapter 4	Discussion: HBR Case 1, 2
Week2	Foundations of Employee Motivation	Chapter 5	
	Decision Making and Creativity	Chapter 7	
	Team Dynamics; Exam Review	Chapter 8	Discussion: HBR Case 3
	Midterm Exam		
Week3	Communicating in Teams and Organizations	Chapter 9	
	Power and Influence in the Workplace	Chapter 10	
	Conflict and Negotiation in the Workplace	Chapter 11	
	Leadership in Organizational Settings	Chapter 12	Discussion: HBR Case 4, 5
Week4	Designing Organizational Structures	Chapter 13	
	Organizational Culture	Chapter 14	
	Organizational Change, Course Wrap-up; Exam Review	Chapter 15	Discussion: HBR Case 6
	Final Exam		Group Project Due