



Hankuk University of Foreign Studies

2024 Summer Session

BUS 285 Organizational Behavior and Strategy

Course Outline

Course Code: BUS 285

Instructor: Dr. Victor Y. Lian

Home Institution: Lynn University

Email: victor.lian@hotmail.com

Credit: 4

Course Description:

This course is about studying organizational behavior and the related strategies 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 strategies including decision making process, corporate strategies (such as M&A, integration, and diversification), human resource selection, training and development, compensation evaluation, compensation and rewards, etc. These factors directly affect the organization's overall performance and competitiveness.

In this course, students are also encouraged to think about how to apply the knowledge and skills in the related areas 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.

Course Objectives:

Students taking this course should be knowledgeable about main concepts and theories of organizational behavior and strategies. They will be able to cultivate a critical way of thinking about the dynamics in organization behavior and business strategies. By completing this course, the students will be able to:

(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) Analyze national culture and its impact on organization behaviors by applying Hofstede's model.
- (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) Identify different organizational structures including both the traditional mechanical and modern organic, boundary and boundaryless structures.
- (10) Make the buy or make decision and understand the economic theories behind such decisions.
- (11) Present and explain major corporate strategies such as integration and diversification via M&A.

Required Course Materials:

Kinicki, A., & Fugate, M. (2018) Organizational Behavior: A Practical, Problem Solving Approach. (2e) Boston, MA: McGraw-Hill

Supplementary cases will be supplied during the class hours.

Grading:

Weekly assignments	100 @ 4
Weekly discussion	40 @ 4
Case study	100 @ 2
Midterm exam	200
Final exam	200
Total	1160

Late submissions will be subject to points deduction by 10% per day of delay. Midterm and Final exam will not be rescheduled unless the student has a legitimate reason with evidence presenting to the instruction beforehand.

Grading System (1 ~ 100)

A+ : 96 - 100	A : 91 - 95
B+ : 86 - 90	B : 81 - 85
C+ : 76 - 80	C : 71 - 75
D+ : 66 - 70	D : 60 - 65
F : 0 - 59	
Pa : Pass	Fa : Fail



Course Schedule

Week	Knowledge Areas
1	Organizational behavior and strategy introduction
	The quest for people-centered organization and ethical conduct
	Creativity and innovation, critical thinking, diversity
	Organization culture, socialization, and mentoring
2	Individual differences and the road to success
	Values, attitudes, job satisfaction and counter-productive work behaviors
	Social perception and attributions
	Foundation of motivation, stress and emotions at workplace
3	Effective communications
	How to create an equitable and motivating workplace
	Group dynamics, developing and leading effective teams
	Decision making in traditional and non-traditional organizations
4	Power, Influence, and Politics
	Organizational structures: Mechanical vs organic, boundary vs boundaryless
	Corporate strategy: Make or buy decision; integration and diversification via M&A
	International Perspectives of organization and strategy

Academic Integrity

Honesty and integrity are integral components of the academic process. Students are expected to be honest and ethical at all time in their pursuit of academic goals in accordance with Student Code of Conduct and Procedure of Hankuk University of Foreign Studies. Any student found in violation of the policy will receive an “F” for that assignment and/or an “F” in the course.