

title of course	<b>M4.A Organizational Behavior</b>
responsible instructor	Prof. Dr. Andreas Kammel
course objectives and learning outcomes	Develop student's capacities to compute, analyze, interpret, apply, synthesize, and evaluate the complex knowledge of Organizational Behavior (OB)
course contents	<p>Students are able to acquire knowledge and skills of the following types of knowledge and skills, respectively:</p> <p>1) factual knowledge:</p> <ul style="list-style-type: none"> <li>- in Organizational Behavior</li> <li>- in managing a High Performance Organization</li> <li>- in International Management</li> <li>- how to manage diversity</li> </ul> <p>2) conceptual skills:</p> <ul style="list-style-type: none"> <li>- understanding the multiple interrelations between multinational global and task environment, strategy, organization design and the various impacts of culture managing high performance in international corporations</li> <li>- understanding how an OB framework can be used as a conceptual foundation for management practices in organizations worldwide.</li> </ul> <p>3) procedural skills:</p> <ul style="list-style-type: none"> <li>- problem solving approaches in OB</li> <li>- Benchmarking OB best practices</li> <li>- using theories as a starting point to create successful OB practices</li> <li>- applying research methods of OB for SWOT analysis</li> </ul> <p>4) metacognitive skills:</p> <ul style="list-style-type: none"> <li>- critical thinking about OB,</li> <li>- combining theory and practice,</li> <li>- applying complex concepts and practices in an often ambiguous organizational setting.</li> </ul> <p>course outline:</p> <p>1 Introduction to Organizational Behavior</p> <p>1.1 Organizational Behavior Today</p> <p>1.2 The High Performance Organization</p> <p>1.3 Research Foundations of OB</p> <p>1.4 Global Dimensions of OB</p> <p>2 Managing Individuals</p> <p>2.1 Diversity and Individual Differences</p> <p>2.2 Perception and Attribution</p> <p>2.3 Motivation and Reinforcement</p> <p>2.4 Human Resources Management Systems</p> <p>2.5 High Performance Job Designs</p> <p>3. Managing Groups and Organizations</p> <p>3.1 The Nature of Groups</p> <p>3.2 Teamwork</p> <p>3.3 Basis Attributions of Organizations</p> <p>3.4 Strategic Competency and Organization Design</p> <p>3.5 Organizational Cultures</p> <p>4 Managing Processes</p> <p>4.1 Leadership</p> <p>4.2 Power and Politics</p> <p>4.3 Information and Communication</p> <p>4.4 Decision Making</p>

	4.5 Conflict and Negotiation 4.6 Change and Innovation
teaching methods	<ul style="list-style-type: none"> <li>- lectures</li> <li>- exercises</li> <li>- work shop design</li> <li>- case studies</li> <li>- discussion</li> <li>- Online Learning</li> <li>- project work</li> <li>- student presentations</li> <li>- self-study</li> </ul>
prerequisites	There are no formal requirements.
suggested reading	literature (preferably most recent edition): <i>Shermerhorn, J.R. et al.: Organizational Behavior (John Wiley &amp; Sons, Inc.)</i>
applicability	<p>This course is in particular applicable to the following courses of this Master program:</p> <ul style="list-style-type: none"> <li>- Strategic International Human Resources Management</li> <li>- International Management (if available)</li> </ul> <p>This course is also applicable to other business-oriented Master programs offered by Schmalkalden University of Applied Sciences.</p>
workload	<p>total workload: 180 hours, of them:</p> <p>1) lecture: 45</p> <p>2) self-study: 135, of them:</p> <ul style="list-style-type: none"> <li>- course preparation (in particular reading):</li> <li>- follow-up:</li> <li>- preparation for academic research project:</li> <li>- exam preparation:</li> </ul>
ECTS credit points and weighting factor	6 ECTS credit points; weighting factor: 6/120
basis of student evaluation	<ul style="list-style-type: none"> <li>- comprehensive written examination, 90 minutes (80%)</li> <li>- student presentation in class (20%)</li> </ul>
time	first academic year
frequency	each academic year
duration	1 semester
course type	elective course
remarks	Teaching language is English.