

**Course title: ORGANIZATIONAL BEHAVIOR**

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| Lecturers                              | Assoc. Prof. Ivan Malbašić, Ph. D.<br>Nikolina Posarić, M. Econ.<br>Lorena Pikel, M.Econ.  |
| Language of instruction                | Croatian and English   |
| Study level                            | Master   |
| Study programme                        | Economics of Entrepreneurship  |
| Semester                               | 1 <sup>st</sup> (winter)   |
| ECTS                                   | 6  |
| Goal                                   | <p>Apply the skills of organizational behavior</p> <p>Understand the contents and characteristics of organizational values</p> <p>Understand the importance of motivation in the organization</p> <p>Perceive connections between the elements of organizational behavior and performance of the organization</p> <p>Valorize the role of individuals and groups in the organization</p> <p>Valorize the importance and steps of organizational changes and manage stress</p> <p>Evaluate work performance and implement reward systems</p> <p>Identify and apply the skills of organizational behavior for the successful functioning of enterprises</p>  |
| General and specific learning outcomes |  |
| Content                                | <p><b>1. What is organizational behavior (OB)?</b></p> <p>The role of organizational behavior in management. Defining organizational behavior. Disciplines that contribute to the organizational behavior field. Challenges and opportunities for organizational behavior. Developing an organizational behavior model.</p> <p><b>2. Organizational behavior in a global context</b></p> <p>The world as a global village. Multinational corporations. Examples of cooperation between countries. Assessment of differences between countries. Culture research concepts.</p> <p><b>3. Organizational values</b></p> <p>What are these values (in general)? The importance of values. Historical aspect of organizational values. Defining organizational values. Types of organizational values. Balanced organizational values. Functions of organizational values. The impact of organizational values on organizational effectiveness.</p> <p><b>4. Foundations of individual behavior</b></p> <p>Individual differences and organizational behavior. Biographical characteristics. Abilities. Personality. Perception. Opinions. Feelings and moods. Learning.</p> <p><b>5. Importance and understanding of motivation</b></p> <p>Defining motivation. Early theories of motivation. Contemporary theories of motivation. Integrating contemporary theories of motivation. The importance of motivation: implications for managers.</p> |

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|                                    | <p><b>6. Designing jobs that motivate</b></p> <p>Motivation: from concepts to applications. The Job Characteristics Model. Alternative work arrangements (flextime, job sharing, telecommuting). Determining employee performance. Employee involvement and participation. Creating a purpose-driven organization.</p> <p><b>7. Group dynamics in organizational behavior</b></p> <p>Defining and classifying groups. Why do people join groups? Stages of group development. Group properties (roles, norms, status, size and dynamics, cohesiveness, diversity). Group decision making.</p> <p><b>8. Performance evaluation and reward systems</b></p> <p>What is performance? Purposes of performance evaluation. What do we evaluate? Who should do the evaluation? Methods of performance evaluations. Improving performance evaluations. Providing performance feedback. Using rewards to motivate employees.</p> <p><b>9. Conflicts in the organization</b></p> <p>A definition of conflict. Transitions in conflict thought. Differentiating functional from dysfunctional conflicts. The conflict process—Stage I: Potential Opposition or Incompatibility, Stage II: Cognition and Personalization, Stage III: Intentions, Stage IV: Behavior, Stage V: Outcomes. Conflict and group effectiveness.</p> <p><b>10. Organizational change and stress management</b></p> <p>Forces for change. Approaches to managing organizational change. Resistance to change. Creating a culture for change. Stress at work. Consequences of stress at work. Managing stress.</p> <p><b>11. Organizational culture</b></p> <p>What is organizational culture? Do organizations have uniform cultures? What do cultures do? —The functions of organizational culture. Creating and sustaining culture. How employees learn culture? Influencing an organizational culture—an ethical culture, a positive culture, a spiritual culture.</p> <p><b>12. Group and teamwork</b></p> <p>Why have teams become so popular? Differences between groups and teams. Types of teams. Creating effective teams. Turning individuals into team players. When are teams the right solution?</p> <p><b>13. Power and politics in the organization</b></p> <p>Power and leadership. Bases of power. Dependence: the key to power. Power tactics. How power affects people? Politics: power in action. Causes and consequences of political behavior.</p> |
| <b>Exercises</b>                   | Students should actively participate in seminar classes, positively solve two colloquies during the semester, exhibit solutions to particular problems in classes, and actively participate in the task project on the specific topic of identification and problem solving in given organizations in practice.  |
| <b>Realization and examination</b> | Classes: Lectures and seminars<br>Exam: Written and oral exam and seminars   |
| <b>Related courses</b>             | <ol style="list-style-type: none"> <li>California State University Channel Islands: <a href="#">ORGANIZATIONAL BEHAVIOR</a></li> <li>The London School of Economics and Political Science:</li> </ol>  |

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|                   | <p><a href="#">ORGANISATIONAL BEHAVIOUR</a></p> <p>3. Faculty of Economics and Business, University of Zagreb: <a href="#">ORGANIZATIONAL BEHAVIOR</a></p>   |
| <b>Literature</b> | <p>Basic:</p> <p>BOOK — Robbins, S. P., Judge, T. A. (2018). Organizational Behavior, 18th Edition, Pearson.</p> <p>LECTURE MATERIALS — available on FOI e-learning system.</p> <p>Additional:</p> <p>Any other book on organizational behavior &amp; management</p> |