

Subject Code	MM5131
Subject Title	Organisational Behaviour & Development
Credit Value	2
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Organisational Behaviour & Development (MM513)
Role and Purposes	This subject contributes to the achievement of the MBA Programme Outcomes by: (a) developing students' <u>inter-personal skills</u> (Outcome 4) (b) cultivating their competence in <u>leadership and change management</u> (Outcome 5) and (c) strengthening their understanding and <u>application of OB concepts</u> (Outcome 1) to management decisions. The ability to <u>identify ethical issues</u> (Outcome 7) will also be addressed.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: a. demonstrate an understanding of organizational behaviour and development principles; b. enhance their own self-awareness, develop their personal strengths and interpersonal skills; c. identify ethical issues in their organizations; d. implement and guide organizational change processes, particularly within the Asian region.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> • General Introduction • Foundation of Individual Behaviour (1): Individual Differences • Foundation of Individual Behaviour (2): Perceptions and Decision Making • Foundation of Individual Behaviour (3): Motivation & Stress Management • Foundation of Group Behaviour (1): Team Dynamics and Group Decision Making • Foundation of Group Behaviour (2): Power & Politics • Foundation of Group Behaviour (3): Conflict & Negotiation • The Organizational System (1): Organizational Structure and Design • The Organizational System (2): Organizational Culture and Ethics • The Organizational System (3): Organizational Change and Development
Teaching/Learning Methodology	This subject will be taught in seminars. Both classic and state-of-the-art readings drawn from the academic literature (articles, monographs and key texts) as well as management cases will form the basis of class discussion. Active participation is encouraged.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a.	b.	c.	d.		
	Continuous Assessment*	50%						
	1. Individual project	20%	✓	✓		✓		
	2. Team project	30%		✓	✓	✓		
	Examination	50%	✓			✓		
	Total	100 %						
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in both the Continuous Assessment and Examination components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Students will develop their <u>inter-personal skills</u> through a series of self-assessment exercises (e.g., personality), write up a personal profile and work in a project team with peer assessments on individual members' team skills (Outcome 4). Students' competence in <u>leadership and change management</u> (Outcome 5) will be assessed based on their research on an individual project relating to leadership and change management. They are asked to choose a real issue or problem in their work organization, which they feel falls within the scope of Organizational Change and Development. Students should then research and analyze the problem, drawing on the theoretical models presented in the module, and gathering necessary information in the organization. The aim is to arrive at some conclusions and recommendations. Finally, students' <u>ability to apply concepts</u> (Outcome 1) and to <u>identify ethical issues</u> (Outcome 7) is assessed through weekly case analysis and presentations, while their ability in <u>course concepts application</u> (Outcome 1) and <u>managing changes</u> (Outcome 5) is also assessed in the end-of-course examination.</p>								
Student Study Effort Expected	Class contact:							
	▪ Lectures and in-class work		24 Hrs.					
	Other student study effort:							
	▪ Self-study		48 Hrs.					
	Total student study effort		72 Hrs.					
Reading List and References	<p><u>Recommended Textbook</u> Robbins, S.P., & Judge, T.A. <i>Organizational Behavior</i>, 15th Edition, Prentice Hall, 2013.</p> <p>Steven L McShane, & Mary Ann Von Glinow, <i>Organizational Behavior: Emerging Knowledge, Global Reality</i>, 7th Global Edition, McGraw-Hill, 2015</p> <p><u>Journals</u> Academy of Management Review Academy of Management Journal Academy Science Quarterly Journal of Applied Psychology</p>							

