

<b>Subject Code</b>	MM515
<b>Subject Title</b>	Organizational Behaviour
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	<p><b>Pre-requisite:</b> Managing Organizations and People (MM511) or Organization and Management (MM5112)</p> <p>-----</p> <p><b>Exclusion:</b> Managing People in Construction and Real Estate (BRE514) and Managing Human Resources in the Hotel &amp; Tourism Industry (HTM508)</p>
<b>Objectives</b>	<p>The course aims to deepen students' understanding of organizational behavior (OB) concepts and their impact on organizational and team dynamics. By exploring these foundational principles, students will develop the skills needed to analyze and apply OB concepts in addressing real-world management challenges. Additionally, the course focuses on cultivating leadership abilities, including decision-making, motivation, and conflict resolution, which are critical for managing diversity and achieving success in organizational settings. Through interactive discussions, practical assignments, and group projects, students will gain a comprehensive perspective on the human side of organizational life.</p>
<b>Intended Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>explain human psychology and dynamics, and apply theories to tapping organization members' potentials to achieve good results;</li> <li>apply diverse conceptual and theoretical frameworks in analyzing and solving organizational problems;</li> <li>have developed change management skills, along with a reflective mind-set;</li> <li>understand the factors which facilitate or impede effective cross-functional team work;</li> <li>exhibit an awareness of ethical issues and their implications for management behavior and organizational practices;</li> <li>demonstrate an understanding of cultural and workplace diversity and be aware of the implications for management behavior and organizational practices.</li> <li>Demonstrate an understanding of key-technology drivers and their implications for management behavior and organizational practices in digital transformation process.</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<ul style="list-style-type: none"> <li>• Evidence-Based Organizational Behavior</li> <li>• Decision-Making in Organizations: Processes and Biases</li> <li>• Perceiving Ourselves and Others in Organizations</li> <li>• Motivation Theories and Applications in Organizations</li> <li>• Power and Strategic Alliances</li> <li>• Persuasion: Strategies and Techniques</li> <li>• Tech/AI and Ethics in Organizations</li> <li>• Team Dynamics: Building and Leading Effective Teams</li> </ul>
<b>Teaching/Learning Methodology</b>	<p>The course will be delivered in seminar style consisting of lectures, student presentations, case studies, and in-depth class discussions based on research and cases. The program is deliberately designed to be highly interactive and stimulating to bring to the surface the real value and meaning of the study of behaviour in organizations. As this is a postgraduate program, all topics for discussion will lead off from theoretical grounding complemented with the latest research findings, and balanced with more Hong Kong / Asia specific examples.</p>

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.	e.	f.
	<b>Continuous Assessment*</b>	<b>100%</b>						
1. Class Participation	20%	✓	✓	✓	✓	✓	✓	
2. Individual Essays	30%	✓	✓	✓		✓	✓	
3. Group Project	15%	✓	✓	✓	✓	✓	✓	
4. Final Quiz	35%	✓	✓	✓		✓	✓	
Total	100 %							
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b> the various methods are designed to ensure that all students taking this subject –</p> <ul style="list-style-type: none"> <li>• Read the recommended material including lecture notes, textbooks, and journal articles;</li> <li>• Discuss the issues brought up in the lectures/seminars;</li> <li>• Appreciate the different approaches that may be adopted in solving management problems;</li> <li>• Participate in presenting the group’s views on a case/marketing situation;</li> <li>• Express the views on management issues by working on group and individual assignments.</li> </ul> <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>								
<b>Student Study Effort Expected</b>	Class contact:							
	▪ Lectures						39 Hrs.	
	Other student study effort:							
	▪ Preparation for lectures						39 Hrs.	
	▪ Preparation for assignments / group projects and presentations						39 Hrs.	
	Total student study effort							117 Hrs.

**Reading List and References**

- Pfeffer & Sutton (2006). Evidence-based management, HBR
- Belsky & Gilovich (2009), Chapter 2 (p. 45-65), Why Smart People Make Big Money Mistakes
- Pinker & Mack (2014). The world is not falling apart, Slate
- Miller (2016). Is blind hiring the best hiring? The New York Times
- Cain (2012). Introduction, Quiet: The Power of Introverts in a World That Can't Stop Talking
- Butts (2020). How narcissistic leaders infect their organizations' cultures. Haas Berkeley Newsroom
- Cialdini (2001). Harnessing the science of persuasion, HBR
- Deodhar, Borokini & Waber (2024). How Companies Can Take a Global Approach to AI Ethics, HBR
- Duhigg (2016). What Google learned from its quest to build the perfect team, The New York Times

January 2025