

Syllabus
HRM2222E Organizational Behavior
Prof. Dr. Anja Schmitz
Summer Semester 2023

Level	Bachelor	
Credits	3 credits	
Student Contact Hours	2	
Workload	90 Hours	
Prerequisites	Successful attendance of lecture HRM1211 Successful attendance of lecture HRM1212 Successful attendance of lecture HRM2121 Successful attendance of lecture HRM2122	
Time	further information on Moodle/LSF	
Room	further information on Moodle/LSF	
Start Date	further information on Moodle/LSF	
Lecturer	Name	Prof. Dr. Anja Schmitz
	Office	W3.1.01
	Virtual Office	Internet Office Anja Schmitz
	Office Hours	Further information on Moodle
	Phone	(07231) 28-6320
	Email	anja.schmitz@hs-pforzheim.de

Outline of the Course

Organizational Behavior (OB) is an interdisciplinary research approach that examines the effects of individuals, groups, and structures on organizational behavior in order to increase effectiveness by applying the knowledge thus gained. In short, OB examines

- what people do in an organization
- how that behavior affects organizational performance
- how people are satisfied & engaged with their work and workplace
- how HRM mechanisms can enhance organizational performance

This includes, in particular, approaches in personnel and work psychology.

Course topic include:

- Organizational behavior: definition, theory, application and research approaches
- Changing world of work, including the agile organization
- Current theoretical and methodological concepts from the fields of personnel and occupational psychology
- The organization as a social system
- Organizational behavior as both a scientific discipline and an operational practice
- The concept of human capital and its impact and importance in organizations
- Individual differences (including personality, emotions and attitudes) and the consequences for HRM
- Inclusion, diversity and identity of workers in organizations, and how to manage bias and perceptual errors
- Organizational communication and decision-making
- Cultural frameworks and global management
- Group psychology such as teams and teamwork
- Organizational dynamics, including influence, power and politics

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes	Course Intended Learning Outcomes	Assessment Method
After completion of the program the students will be able to	After completion of the course the students will be able to	Written Exam
		100%
		Individual
1 Expert Knowledge		
1.5 ... demonstrate profound expert knowledge in their field of specialization.	... name and outline subject areas of Organizational Behavior, the scientific disciplines involved and the significance for practice exemplary.	X
	... name and outline the impact of certain individual behavior and group dynamics (e.g. conflicts) & /or behavior on organizations exemplary.	X
2 Digital Skills		
3 Critical Thinking and Analytical Competence		
3.2 ... critically reflect and interpret findings and to develop comprehensive solutions for complex problems.	... analyse situations in the work context against the background of the theories from the field OB and develop solutions.	X
4 Ethical Awareness		
5 Communication and Collaboration Skills		
5.1 ... express complex issues effectively in writing.	... use technical vocabulary correctly in the context of the written examination.	X
6 Internationalization		
6.1 ... understand and explain business challenges in an international context.	... identify the challenges for a company that emerge from individuals and their behaviour.	X
6.3 ... successfully demonstrate awareness of cross-cultural differences.	... identify the different cultures and their impact on individual's behaviour.	X

Teaching and Learning Approach

Anyone who wants to learn personnel psychology concepts not only theoretically, but also to understand the practical significance of human behavior in organizations, must not only be familiar with the relevant theoretical approaches, but also be able to grasp the application relevance of these approaches for operational practice. This also means reflectively bringing one's own person into the learning process and critically examining one's own behavior - especially against the background of an aspired professional role in human resource management.

Therefore, the lecture "Organizational Behavior" comprises a total of four learning dimensions:

1. Knowledge of the relevant theoretical concepts of personnel psychology.
2. The ability to understand the relevance and possible applications of these approaches for practice.
3. The ability to develop one's own positions on the concepts presented and to argue for them.
4. The ability to reflect on the significance of the theories of personal psychology in relation to one's own person and behavior.

Due to this idea of four areas of learning, this course does not only provide theoretical knowledge. The critical examination of the approaches, the possible practical relevance and also personal reflection in the form of discussions, exercises, group work are essential elements. For this purpose, it is necessary that the students not only take in the material receptively (acquire knowledge), but also actively participate in the teaching/learning process through positioning and reflective participation (contributions to discussions, preparation and follow-up, etc.).

Literature and Course Materials

Anderson, N., Ones, D. S., Sinangil, H. K. & Viswesvaran, C. (Eds.). (2001): Handbook of industrial, work & organizational psychology: Volume 1: Personnel psychology, London, Thousand Oaks, New Delhi: Sage.

Briner, R. B. (1999): Feeling and smiling, *The Psychologist*, 12, pp. 16-19.

Çakar, N. D., Ertürk, A. (2010): Comparing innovation capability of small and medium-sized enterprises: examining the effects of organizational culture and empowerment, *Journal of small business management*, Vol. 48(3), pp. 325-359.

Ollo-López, A., Bayo-Moriones, A. & Larraza-Kintana, M. (2011): The impact of country-level factors on the use of new work practices, *Journal of World Business*, Vol. 46(3), pp. 394-403.

Riumin, D. (2020): Role of Organizational Psychology in Human Resource Management, *ENTRENOVA Enterprise Research Innovation*, Vol. 6(1), pp. 462-470.

Robbins, S. P., Judge, T. & Campbell, T. (2017): *Organizational behaviour (Second Edition)*, Harlow, Munich: Pearson.

Sahoo, C. K., Mishra, S. (2012): A Framework towards Employee Engagement: The PSU Experience, *ASCI Journal of Management*, Vol. 42(1), pp. 92-110.

Wang, D., Su, Z. & Yang, D. (2011): Organizational culture and knowledge creation capability, *Journal of knowledge management*, Vol. 15(3), pp. 363-373.

Assessment

Written exam bundling the two courses “Leadership” and “Organizational Behavior”.

Duration: 90 minutes

Code of Conduct for Online Teaching

[Link to the Code of Conduct for Online Teaching](#)