Syllabus
HRM2222 Organizational Behavior
Prof. Dr. Gaye Özçelik
Summer Semester 2024

Level	Bachelor
Credits	3
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		
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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 topics include:

Lecture Topics
Introduction Organizational behaviour (OB): definition, theory, application and research approaches OB as both a scientific discipline and an operational practice
Changing world of work, including the agile organization Current theoretical and methodological concepts from the fields of personnel and occupational psychology
Individual differences Personality; Attitudes) and the consequences for HRM
Job Satisfaction, Employee Engagement Organizational Commitment
Emotions and Emotional Intelligence Values and Value systems
Job Performance: Task and Contextual Performance Organizational Citizenship Behavior
Organizational trust & justice Psychological Contract
Groups and Teams Group Psychology
Diversity management and Inclusion Managing bias and stereotypes
Organizational Communication Decision-making
Conflict management Negotiation techniques
Organizational dynamics, Influence, power and politics
Organizational culture Cultural frameworks and global management
Organizational system and structure
Summary and Q&A Session to Prepare for the Exam

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. (2018): Handbook of Industrial, Work & Organizational Psychology: Volume 1: Personnel Psychology and Employee Performance, 2nd Edition, London, Thousand Oaks, New Delhi: Sage Publications Ltd.

Briner, R. B. (1999): Feeling and smiling: An overview of what we currently know about emotion at work, The Psychologist, Vol. 12, pp. 16-19.

Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2023). Organizational behavior: Improving performance and commitment in the workplace (Eighth edition, international student edition.). New York, NY: McGraw Hill.

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. A. (2019). Organizational behavior (18th edition, global edition.). Harlow, England: 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](#)