**Course Title: Organizational Behavior**

**Course Number:** 098760

**Number of credit points**: **2**

**Mini-Semester**: 1 of the Academic Year: 2021

**Time:** Thursday, 14:00-17:45

**Course Instructor:** Dr. Talia Pfefferman

**E –mail**: taliapfe@gmail.com

**Meeting time for students**: By appointment

**Teaching Assistant:** Moran Lazar

**E –mail**: moranlazar@technion.ac.il

**Meeting times for students**: By appointment

**Syllabus:**

 **Course Objectives:**

The course attempts to make students aware of dynamics of human behavior in organizations. Management includes technical and economic aspects as well as human aspects. Human dynamics operate in parallel to, and cut across the other dynamics. Financial and task operations depend on and influence human dynamics, so effective management cannot occur without a profound understanding of human dynamics.

**Course Content & Scope:**

The course will introduce central theories of organizational behavior at four levels ofanalysis – individual, group, organizational, and institutional. We will discuss the key variables that each theory identifies and the implications it holds for practicing managers. Topics to be covered include employee motivation, employee emotion and personality, employees stress and burnout, leadership, group dynamics, and organizational structure and culture.
**Teaching Methods:**

Classes will include presentations by the professor, class discussions, small case analysis, class exercises, short videos and may include guest speakers. Class materials will be posted online and it is students’ responsibility to obtain and review these materials before the class.

**Teaching Materials:**

 Course slides (presented weekly, online)

 Reading materials (available online)

**Readings (Compulsory / Recommended):**

Selected chapters from text-books and articles -- see class website. Course textbook: “Introduction to international organizational behavior” by Dolan, S. and Lingham, T. (2011). This book is available on line at: <http://www.equity-mds.com/IOB.pdf>

In addition, there are recommended reading and papers covered in class. **Student Assessment:**Part (1): Class participation: Attendance in 6 out of 7 the class sessions, preparation for class and participation in class discussions and exercises - 10% of the grade.

Part (3): Team project – 90% of grade. Instructions are on Moodle; performed in 4-5-member teams and submitted via the course website on Moodle by **30.12.2021**.

**Course Plan**

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| Date | Topic | Readings |
| 21.10.21 | Introduction,attitudes | Chapter 1: Introduction* Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees’ attitudes and behaviors. *Journal of management*, 39(2), 366-391.
 |
| 28.10.21 | Perception and decision making | Chapter 8: Decision making processes* Gino, F., & Pisano, G. P. (2011). Why leaders don’t learn from success. *Harvard business review*, 89(4), 68-74.
* Likierman, A. (2020). The elements of good judgment. *Harvard Business Review*, 98(1), 102-111.‏
 |
| 4.11.21 | Motivation | Chapter 3: Motivation* Ariely, D., U. Gneezy, G. Loewenstein and N. Mazar (2009). Large Stakes and Big Mistakes. *Review of Economic Studies* 76(2), 451-469.
* Rodell, J. (2021). Volunteer Programs That Employees Can Get Excited About. *Harvard Business Review*, 99(1), 94-101.‏
 |
| 11.11.21 | Teams | Chapter 4: Managing work groups and teams* Haas, M., & Mortensen, M. (2016). The Secrets of Great Teamwork. *Harvard business review,* 94(6), 70.
 |
| 18.11.21 | Leadership | Chapter 5: Leadership* Lingo, E. L., & McGinn, K. L. (2020). A New Prescription for Power Spend less time exerting control and more time mobilizing energy and commitment. *Harvard Business Review,* 98(4), 66-75.‏
* Smith, W. K., Lewis, M. W., & Tushman, M. L. (2016). "Both/and” leadership. *Harvard Business Review,* 94(5), 62-70.
 |
| 25.11.21 | Organizational culture and organizational change | Chapter 10: Managing change and Culture* Kotter, J. P. (2007). Leading Change. Why Transformation Efforts Fail. *Harvard Business Review*, 92(1), 107.
* David Michels Kevin Murphy (2021). How Good Is Your Company at Change? *Harvard Business Review*, 99 (4), 62-71.
 |
| 9.12.21 | Emotion, Conflict and Stress management | Chapter 9: Emotion and stress* Barsade, S., & O'Neill, O. A. (2016). Manage your emotional culture. *Harvard business review*, 94(1), 14.
* טוקר ש., בן-אבי, נ. (2017) האם אנו צריכים להילחץ מהלחץ? . *חידושים בניהול*, אוקטובר.
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