

Organizational Behavior By ChiaWu Lin

Time : Thursday 14:10-17:00

Place: C136

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Course Description

Organizational behavior is a field of study that seeks to understand, explain, and improve human behavior in organizations. Most organizations focus their efforts on improving two aspects of human behavior: (1) job performance—the degree to which individuals perform the behaviors needed for the organization to achieve its goals; and (2) organizational commitment—the degree to which employees remain loyal to the organization rather than seeking employment elsewhere. This course will guide you through a model that seeks to explain these two areas of organizational behavior.

Course Objectives

After completing this course, you will be able to:

1. Identify and define organizational behavior concepts. Apply those concepts to improve your understanding of work attitudes and behaviors, etc.
2. Apply those concepts to improve the functioning of your organizational unit.

Text Book

Colquitt, J., LePine, J., and Wesson, M. (2023). Organizational Behavior: Improving Performance and Commitment in the Workplace. (8th Ed.). McGraw Hill Publishing. 台北：華泰書局 代理

Course Requirements

- 1 This course will be conducted by lecturing with quizzes, individual journal presentations, and team projects. We will use DongHwa e-learning and Zuvio. Please sign up if you are sure you want to choose this course.
- 2 About lecturing with quizzes, questions are from the textbook. I will provide PPTs of the textbook on the e-learning. Please preview them before the course(preparation is important). I will ask you some questions in class. Your responses will be part of your evaluations.
- 3 About individual journal article presentations. The presentation will be made by yourself alone. Everyone only needs to present journal articles one or two times. Please introduce the article's main idea, research method, and the application of management. The length of report time is about 30 minutes.
- 4 The team project is about serving the school or department sports teams

(volleyball, baseball, basketball, etc.) as the OB consultants. Through observations, interviews, or participation to collect data, you can then diagnose their current problems. Use the Chat GPT as your AI assistant to find possible solutions and verify, discussed with me. The final step is to offer your suggestions to the ball team. You should follow up on the outcomes if they want to implement your suggestions.

- 5 Absents without reason will be acceptable only two times. The third time and above, excluding sick leave (certificate Diagnosis is necessary), and bereavement leave, will be considered in the evaluations. In the absence of the exam, you should apply for formal permission through the school system, and then you can take a make-up exam.
- 6 Course Requirements: Please do not have food in the class. The smell and noise will disturb your classmates. Please put your phone on mute. Please do not be late more than 6 times. Please do not cheat and plagiarize.

Grading

Examination: 40% (two exam)

Team Project : 25% (participation and final report)

Participation: 20% (attendance rate 、quiz....)

Journal article presentation : 15%

Class Schedule

Week	Date	Topics
01	09/12	Introduction
02	09/19	Ch 1_ What is organizational behavior Ch 2_ Job performance Reading 1: How, when, and why high job performance is not always good: A three-way interaction model Reading 2: When Daily Planning Improves Employee Performance: The Importance of Planning Type, Engagement, and Interruptions
03	09/26	Ch 3_ Organizational Commitment Ch 4_ Job satisfaction Reading 3: Revisit the causal inference between organizational commitment and job Satisfaction: A Meta-Analysis Disentangling Its Sources of Inconsistencies Reading 4: A multilevel model linking altruistic motivation to workplace safety: The role of servant leadership

04	10/03	Ch 5_Stress Ch 6_Motivation Reading 5: How and when abusive supervision leads to recovery activities: The recovery paradox and the conservation of resources perspectives Reading 6: Gossiping the (Recipient's) Day Away: The Impact of Supervisor-Directed Gossip on Recipients' Rumination, Sleep Quality, Vitality, and Work Outcomes
05	10/10	National Birthday (day off)
06	10/17	Ch 7_Trust, Justice, and Ethics Ch 8_Learning and Decision Making Reading 07: Am I Next? Men and Women's Divergent Justice Perceptions Following Vicarious Mistreatment Reading 08: Older workers' knowledge-seeking from younger coworkers: Disentangling countervailing pathways to successful aging
07	10/24	Exam 1
08	10/31	Ch 9_Personality and Cultural Values Reading 09: Think star, think men? Implicit star performer theories Reading 10: Promotion focus is valued in men more than in women Process report of team project 01: propose the target of your consultant
09	11/07	Ch 10_Ability Reading 11: Theory-Driven Game-Based Assessment of General Cognitive Ability: Design Theory, Measurement, Prediction of Performance, and Test Fairness Reading 12: A Longitudinal Meta-Analysis of Range Restriction Estimates and General Mental Ability Validity Coefficients: Better Addressing Overcorrection Amid Decline Effects Process report of team project 02_1: describe the problems related to OB of the team under AI's help
10	11/14	Ch 11_Teams: Characteristics and Diversity Reading 13: A dual-path model of observers' responses to peer voice endorsement: The role of instrumental attribution Reading 14: When new talent scores: The impact of human capital and the team socialization context on newcomer performance in professional sports teams Process report of team project 02_2: describe the problems related to OB of the team under AI's help
11	11/21	Ch 12_Teams: Processes and Communication

		Reading 15: An Alter-Centric Perspective on Employee Innovation: The Importance of Alters' Creative Self-Efficacy and Network Structure Reading 16: Anger for good? Unethical-behavior-targeted leader anger expression and its consequences on team outcomes Process report of team project 03_01: suggest the interventions related to OB of the team under AI's help
12	11/28	Ch 13_Leadership: Power and Negotiation Reading 17: How do humble leaders unleash followers' leadership potential? The roles of workplace status and individualistic Orientation Reading 18: Leaders and the Punishment of Misconduct: Examining the Roles of Leader Moral Identity and Cognitive Load Process report of team project 03_02: suggest the interventions related to OB of the team under AI's help
13	12/05	Ch 14_Leadership: Styles and Behaviors Reading 19: The caring advantage: When and how parenting improves leadership Reading 20: Leaders Laughing in the Line of Fire: An Emotional Aperture Perspective on Leader Laughter in Response to Critical Questions Process report of team project 04_01: emerging issues during the interventions implantation and the AI's opinions.
14	12/12	Ch 15_Organizational Structure Reading 21: Status Acuity: The Ability to Accurately Perceive Status Hierarchies Reduces Status Conflict and Benefits Group Performance Reading 22: Does Taking Charge Help or Harm Employees' Promotability and Visibility? An Investigation From Supervisors' Status Perspective Process report of team project 04_02: emerging issues during the interventions implantation and the AI's opinions.
15	12/19	Ch 16_Organizational Culture Reading 23: Sexualize one, objectify all? The sexualization spillover effect on female job candidates Reading 24: The Influence of Friends' Person-Organization Fit During Recruitment Process report of team project 05: summarizations and the follow-up
16	12/26	Exam 2
17	01/02	Final Report Presentation (optional)
18	01/09	18th week for alternative curriculum if needed

Guidelines for the team project: playing the management consults with AI's help

Introduction

School sports teams are small-scale organizations that, although not profit-driven like businesses, still possess specific organizational goals and performance standards. Topics within organizational behavior, such as leadership, motivation and incentives, teamwork, communication and conflict, and individual differences, are all crucial factors that influence the performance of student sports teams. This class is designed to have students study important knowledge and skills in various areas of organizational behavior during the first half of the semester. Then, students will be required to form project teams and select a school/department sports team on campus as the subject for providing organizational behavior diagnostic services.

Steps

During the diagnostic process, students need to:

1. Gain a preliminary understanding of the team's composition, operations, and history, and identify the key factors currently affecting the team's performance.
2. While gathering information, students can use generative AI tools, such as ChatGPT, to pose questions, with the AI serving as an assistant to help clarify phenomena, focus on problems, and suggest possible directions. For example, students might ask the AI questions like, "What are the possible reasons why a university baseball team is unable to attract freshmen?" or "What are the possible reasons why members of a university baseball team cannot attend practice at 7:00 AM, and how can the attendance rate be improved?"
3. Organizational behavior analysis might delve into more abstract or academic issues. The course will also require students to use generative AI to seek advice. For instance, they might ask, "What could be the possible reasons for the high turnover rate among university sports team members?" or "If I want to conduct a survey to understand the factors influencing the high turnover rate among university sports team members, what variables should I measure?"
4. To prevent false or inaccurate answers from generative AI, students need to verify the responses provided by AI. For example, students should find previously published journal articles to support the AI's arguments (while they may ask the AI for such references, they must verify the existence and accuracy of these articles).

Resources

1. Each team has NTD 3000 to compensate the sports team for their time and effort.
2. Chat GPT subscription fee for two months will be paid by the teacher's project funding.

Requirements

1. Each team should have at least 3 students, but no more than 4. And nominate a coordinator.
2. Students are required not only to report their diagnosis and assistance process for the team, including whether the team's performance has improved, but also to present process-related materials, such as the conversations they had with AI, the results of verifying the AI's answers, and other related documentation.
3. At least 5000 words for the final written report. Customers' feedback is welcome to put in the report.