Programme:  BSc Hons International Hospitality Management

Course Title:  ORGANISATIONAL BEHAVIOUR

Course Code:  ORGB201  Credit hours:  3
Prerequisite/s:  Nil  Co-requisite/s:  Nil

Lecturer/s:  Ms. Ioanna Karanikola  Tel Ext:  5024

Lecturer’s email address:  Ioanna.Karanikola@emiratesacademy.edu

Course Rationale and Description
This subject introduces the fundamental theories and concepts concerning firstly, the functions of managing a hospitality business and secondly, the study of human behaviour and its implications for the management of organizations. Overall, it will provide the knowledge, skills and attitudes that students can use at a later stage in the workplace to enhance employee productivity, relations and guest satisfaction.

Teaching and Learning Philosophy
Being enthusiastic about the subject area and demonstrate with practical examples the application and important of organisational behaviour in the hospitality business environment. Multiple methods are used in the classroom in order to stimulate interest and accommodate different learning styles. Students are always encouraged to actively participate in discussions and share possible personal experiences. Articles and cases will be presented during tutorial sessions and students will be encouraged to clarify information and link material taught during the lectures.

Contribution to Graduate Profile:
1. Introduce students to problems and issues involved in organisations and its effective management
2. Describe the relationship between organisation and behaviour
3. Understand the behaviours and dynamics that can influence the running of an organisation
4. To be able to understand and describe different structures and processes that impact organisational life
5. To be able to utilise the conceptual and theoretical frameworks in the appropriate context
Specific Learning Outcomes

**Knowledge:**
*Upon completion of this course, students will know how to:*

- **LO 1.** Understand the concept of organizational behaviour, nature of service, and customer care.
- **LO 2.** Understand the social organization and the diverse environment of the hospitality industry alongside with the management of groups and teams.
- **LO 3.** Understand the concept of organizational culture.
- **LO 4.** Explain how to manage time and stress within the work environment and manage conflict amongst groups in a business environment.
- **LO 5.** Be able to comprehend and apply motivational theories in the workplace.
- **LO 6.** Manage and identify ways of counselling employees.
- **LO 7.** Identify changes within organizations and power and politics in hospitality organizations.
- **LO 8.** Look into contemporary trends in regards information, communication and technology as well as the service and leisure economies.

**Skill**
*Upon completion of this course, students will be able to demonstrate:*

- **LO 1.** To express his views in regards to organizational issues within the hospitality industry
- **LO 2.** To clearly understand the related areas of organizational behaviour

**Autonomy and Responsibility Competence**
*Upon completion of this course, students will be able to state the following reporting, regulating or ethical considerations:*

- **LO 1.** To complete on going coursework towards their participation grade.
- **LO 2.** To prepare for the mid-term exam and final exam through the use of resources such as powerpoint presentations, notes, discussed material in class and textbooks.
- **LO 3.** To conduct research and contribute towards the submission of a group project.

**Self Development Competence**
*Upon completion of this course, students will be able to demonstrate the need to continually research and up skill the following areas:*

- **LO 1.** Depending on the topic of interest and selected by the students, research will be conducted to complete their group project in the areas of stress management, burnout, conflict management and counselling management.

**Role in Context Competence**
*Upon completion of this course, students will be able to effectively contribute to the following activities or endeavours:*
LO 1. Identify key OB issues based on articles from the hospitality industry and answer/debate following a series of questions.

Transferable and Employment Skills

<table>
<thead>
<tr>
<th>SKILLS</th>
<th>PRACTICED</th>
<th>TAUGHT</th>
<th>ASSESSED</th>
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<tbody>
<tr>
<td>1. Written Communication</td>
<td>✓</td>
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<td>2. Verbal Communication</td>
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<td>3. Commercial Awareness</td>
<td>✓</td>
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<td>4. Problem Solving</td>
<td>✓</td>
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<td>5. Networking</td>
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<td>6. Planning and Organising</td>
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<td>7. Numeracy</td>
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<td>8. Computer Literacy</td>
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<td>9. Time Management</td>
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<td>10. Research</td>
<td>✓</td>
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<td>11. Team Work</td>
<td>✓</td>
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<td>12. Leadership</td>
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<td>13. Negotiating</td>
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<td>14. Customer Service</td>
<td>✓</td>
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Weekly Content

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<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC</th>
<th>READING</th>
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<tbody>
<tr>
<td>1.</td>
<td>Mon 15th of Apr</td>
<td>PART I - Organizational Behaviour concept</td>
<td>Chapter 1: Introducing Organizational Behaviour (King &amp; Lawley, 2013)</td>
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<td></td>
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<td>Group composition to be communicated to the instructor via email by 18th of Apr, 6.00 pm.</td>
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<tr>
<td>2.</td>
<td>Mon 22nd of Apr</td>
<td>PART II – Managing groups &amp; teams</td>
<td>Chapter 5: Discovering the social organization (King &amp; Lawley, 2013)</td>
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<td>The Hawthorne studies and the human side of the organization</td>
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<td>3.</td>
<td>Mon 29th of</td>
<td>PART II - From managing</td>
<td>Chapter 6: Managing groups and teams</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
<td>Chapter References</td>
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<tr>
<td>Apr</td>
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<td>(King &amp; Lawley, 2013)</td>
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<td>4. Mon 6th of May</td>
<td>PART II - The hidden side of the organization</td>
<td>Chapter 7: Organizational culture (King &amp; Lawley, 2013)</td>
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<td>5. Mon 13th of May</td>
<td>PART II – The individual &amp; the organization Managing time &amp; stress</td>
<td>Chapter 6: Managing time (Berger &amp; Brownell, 2009)</td>
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<td>Chapter 7: Managing stress (Berger &amp; Brownell, 2009)</td>
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<td>7. Mon 27th of May</td>
<td>Mid-semester progress test (20 %) PART III- Managing the individual Motivating employees</td>
<td>Mid-semester progress test - Mon 27th of May Chapter 9: Motivation and the meaning of work (King &amp; Lawley, 2013)</td>
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<td>8. Mon 3rd of June</td>
<td>PART III- Key Management Tasks Counselling employees</td>
<td>Chapter 12: Counselling employees (Berger &amp; Brownell, 2009)</td>
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<td>9. Mon 10th of June</td>
<td>PART III- Managing the organization Planning and Emergence</td>
<td>Chapter 11: Changing the organization (King &amp; Lawley, 2013)</td>
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<td>10. Mon 17th of June</td>
<td>Group project submission (30 %) PART III- Managing the organization The murky world of organizational life</td>
<td>Group project submission – Sun 16th June, by 12.00 pm (hard copy to the library and soft copy to faculty’s email) Chapter 13: Power and politics in organizations (King &amp; Lawley, 2013)</td>
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<td>11. Mon 24th of June</td>
<td>PART IV – Contemporary trends Processes of communications in organizations amongst employees and managers</td>
<td>Chapter 14: Information, communication and technology (King &amp; Lawley, 2013)</td>
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<td>12. Mon 1st of July</td>
<td>PART IV – Contemporary trends Organizations as an experience, work as</td>
<td>Chapter 16: The service and leisure economies (King &amp; Lawley, 2013)</td>
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<td>13.</td>
<td>Week commencing 7th of July</td>
<td>FINAL EXAM WEEK</td>
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- The above schedule is tentative and could change accordingly to the additional duties of the instructor.
- Class format: - The contact hours each week will comprise a combination of lectures and seminars.
- Course work assessment: - All students are expected to adhere to Article 9 of the EAHM Catalogue.

**Class etiquette**
- Attendance: - All students are expected to adhere to Article 16 of the EAHM Catalogue.
- Time management: - All students are expected to be on time; if the class has started then the student should wait and join the second hour of the class.
- No mobile phones are allowed to be used in class.

**Assessments, Weighting and Deadlines** (Each assessment must be linked to the learning outcomes)
Your grade in the course will be based on your individual effort and performance.

Coursework 60%
Final Exam 40%

**Coursework – 60%**

**Individual:**

1. Progress test’s format will include true/ false, multiple choice questions, definitions and essay questions. (Weight of 20%).
2. Progress test will be scheduled for 2 hours
3. This progress test will cover the chapters discussed during the first 6 weeks of the trimester and it will assess learning outcomes 1-4.
4. **No make-up progress test will be available for this course.** If a student fails to attend the progress test the following cases could apply:
   - The student will have to provide a medical certificate or written explanation by the sponsor in case of an emergency so the weight of the progress test will be carried forward towards the final exam, meaning that the weight of the final exam will end being 60%.
- The student is unable to provide any of the above and does not have any mitigating circumstances will result in a grade towards his/her progress test of 0/100.

**Group:**

1. Group assignment of 3 members. (Weight of 30%).
   The topic will be submitted by the lecturer during the first week of classes.
   It will be based on one of the following topic areas: stress management, burnout, conflict management and counselling management and one of the following learning outcomes 1,4,6,7.
   - Once the groups are formed, students are not allowed to change to any other groups.
   - Students who are not able to join a group, the facilitator will allocate them randomly into a group.
   - In case a group member is not working as part of the team is the groups’ responsibility to inform the facilitator and immediate action will be taken.
   - In case of late submission of the group project the following two scenarios will be applied:
     Up to 24 hours from the deadline maximum grade of 60%
     Above 24 hours from the deadline maximum grade of 0%

**Participation:**

1. Participation grade is linked to two factors; attendance, and discussion of completed individual work. (Weight of 10%)
2. Students who demonstrate full attendance and full participation during all classes will be rewarded full marks.
3. Students who fail to attend 1/3 of classes without prior notification and valid reason and have not been able to complete their work, will get half marks.
4. Students who fail to answer frequently to the questions asked by the facilitator will get half marks.
5. Students who are completely disengaged from the subject, do not show any effort, engage in other activities during class time, frequently absent and always having their work incomplete will get no marks.

**Final Exam – 40%**

This final exam will assess learning outcomes 1-8.
1. Final exam (multiple choice/true false & definitions) and essay questions. (weight of 40%)
2. Final exam will be scheduled for 2 hours.

**Learning Resources:**

*Textbooks:*
• Journal articles and news as required. Check the relevant Intranet folder week for relevant material.
• Handouts from the lecture/ workshop sessions will be available at the end of each class via the Intranet under the relevant course code.

**Recommended Reading:**
1. Organizational Behavior: Human Behavior at Work / John W. Newstrom, Keith Davis
2. Organisational Behaviour and Analysis: an integrated approach / Derek Rollinson, David Edwards, Aysen Broadfield
3. Principle Centred Leadership / Stephen R. Covey
4. Harvard Business Review
5. Business week
6. Forbes
7. Gulf Business
8. Economist
9. Fortune
11. Available through Infotrac
   a. The Financial Times
   b. International Herald Tribune
12. Available through Proquest
   a. Management Review
   b. Management Today
   c. Organization Development Journal

**Journals**
Journal articles and news – as required