

**DEREE COLLEGE SYLLABUS FOR: MG 3034 MANAGING PEOPLE AND ORGANIZATIONS**

(Updated Spring 2024)

**UK LEVEL: 5**  
**UK CREDITS: 15**  
**US CREDITS: 3/0/3****PREREQUISITES:**

None

**CATALOG DESCRIPTION:**

Major theories of organizational behavior and the emergence of strategic human resource management as a mechanism for managing people at work. Implications for managers in enacting work and people management activities.

**RATIONALE:**

Managers that function in organizational settings guide human resource towards the effective and efficient achievement of objectives. Knowledge of how organizations function and of key human resource management practices is vital to those preparing for responsible positions in business organizations. This course helps prepare the student to effectively manage people and organizations.

**LEARNING OUTCOMES:**

As a result of taking this course, the student should be able to:

1. Examine the nature and context of managing in organizations by analysing key concepts and topic areas underpinning the field of work and organizations.
2. Demonstrate knowledge and understanding of some key people management practices and consider their potential contribution to fulfilling individual and organizational goals.
3. Explain and analyze contemporary issues in effectively managing work and people by applying learning to a range of organizational contexts.

**METHOD OF TEACHING AND LEARNING:**

In congruence with the teaching and learning strategy of the college, the following tools are used:

- Class lectures, interactive learning, class discussions, video presentations, and practical problems solved in class.
- Exercises and primary source documents, which are reviewed in class
- Office hours: students are encouraged to use office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.
- Use of Blackboard, where instructors post lecture notes, online quizzes assignment instructions, required readings, timely announcements, as well as additional resources.

**ASSESSMENT:****Summative:****First assessment**

Written project (Individual - 1,500-1,900 words)

**50%****Final assessment**

Final examination (Essay-type questions)

**50%****Formative:**

	<table border="1" data-bbox="504 53 1302 125"> <tr> <td data-bbox="504 53 1110 125">Case studies, experiential exercises, in-class quizzes, discussion of scholar output</td><td data-bbox="1110 53 1302 125">0%</td></tr> </table> <p>The formative practice sets aim to prepare students for the examinations and ensure that they are actively engaged during the term.</p> <p>The written project tests Learning Outcome 3. The final examination tests Learning Outcomes 1 and 2.</p> <p><u>Students are required to resit failed assessments in this module. In case the student fails one of the two assessments, he/she needs to resit the specific assessment and pass it in order to pass the course.</u></p>	Case studies, experiential exercises, in-class quizzes, discussion of scholar output	0%
Case studies, experiential exercises, in-class quizzes, discussion of scholar output	0%		
<p><b>INDICATIVE READING:</b></p>	<p><b>REQUIRED READING:</b> Griffin, R. W., Phillips, J. M., &amp; Gully, S. M. (ed. 13E). <i>Organizational Behavior: Managing People and Organizations</i>. Cengage.</p> <p>Stredwick, J. (3<sup>rd</sup> ed.). <i>An Introduction to Human Resource Management: Gaining a Competitive Advantage</i>. Routledge.</p> <p><b>RECOMMENDED READING:</b> Ahn, J. Y., &amp; Huang, S. (2020). Types of employee training, organizational identification, and turnover intention: Evidence from Korean employees. <i>Problems and Perspectives in Management</i>, 18, 517–526. doi:10.21511/ppm.18(4).2020.41</p> <p>Alnawfleh, S. H. (2020). Effect of training and development on employee performance in the Aqaba special economic zone authority. <i>Journal of Business &amp; Management</i>, 8, 20–34. doi:10.25255/jbm.2020.8.1.20.34</p> <p>Amyot D. (2020). Preparing Canadians for the changing world of work. In C. Hong, &amp; W. Ma (Eds.), <i>Applied Degree Education and the Future of Work</i>, pp. 109–117. Singapore: Springer.</p> <p>Brown, M., Bamberger, P., Bliese, P. D., &amp; Shields, J. (2023). Fairness uncertainty and pay information exchange: Why and when employees disclose bonus pay to pay information websites. <i>Journal of Organizational Behavior</i>, 44(9), 1362–1379. doi: <a href="https://doi.org/10.1002/job.2739">https://doi.org/10.1002/job.2739</a></p> <p>Cimini, C., Boffelli, A., Lagorio, A., Kalchschmidt, M., &amp; Pinto, R. (2020). How do industry 4.0 technologies influence organisational change? An empirical analysis of Italian SMEs. <i>Journal of Manufacturing Technology Management</i>. doi:10.1108/JMTM-04-2019-0135</p> <p>Dishon-Berkovits, M., Bakker, A. B., &amp; Peters, P. (2024). Playful work design, engagement and performance: the moderating roles of boredom and conscientiousness. <i>The International Journal of Human Resource Management</i>, 35(2), 256–283. doi: 10.1080/09585192.2023.2227920</p> <p>Hassan, M. S., Mizanuzzaman, M., &amp; Islam, K. M. A. (2020). The effects of training to the employee performance and development: A study of Fareast Islami Life Insurance Company Limited, Bangladesh. <i>International Journal of Business and Management Future</i>, 4, 17–40. doi:10.46281/ijbmf.v4i2.785</p> <p>Holmes, R. M. Jr., Hitt, M. A., Perrewé, P. L., Palmer, J. C., &amp; Molina-Sieiro, G. (2021). Building cross-disciplinary bridges in leadership:</p>		

	<p>Integrating top executive personality and leadership theory and research. <i>The Leadership Quarterly</i>, 101490. doi:10.1016/j.leaqua.2020.101490</p> <p>Kundi, Y. M., Baruch, Y., &amp; Ullah, R. (2023). The impact of discretionary HR practices on knowledge sharing and intention to quit – a three-wave study on the role of career satisfaction, organizational identification, and work engagement. <i>The International Journal of Human Resource Management</i>, 34(22), 4205-4231. doi: 10.1080/09585192.2023.2180652</p> <p>Manuaba, I. A. P. U., &amp; Gede, S. D. (2021). Examining recruitment strategies and millennial employee selection. <i>International Research Journal of Management, IT and Social Sciences</i>, 8, 110–122. doi:10.21744/irjmis.v8n1.1140.</p> <p>Pan, Y., Froese, F., Liu, N., Hu, Y., &amp; Ye, M. (2022). The adoption of artificial intelligence in employee recruitment: The influence of contextual factors. <i>The International Journal of Human Resource Management</i>, 33(6), 1125–1147. doi: 10.1080/09585192.2021.1879206</p> <p>Presbitero, A. (2021). Communication accommodation within global virtual team: The influence of cultural intelligence and the impact on interpersonal process effectiveness. <i>Journal of International Management</i>, 27, 1–17. doi:10.1016/j.intman.2020.100809.</p> <p>Roulin, N., Lukacik, E.-R., Bourdage, J. S., Clow, L., Bakour, H., &amp; Diaz, P. (2023). Bias in the background? The role of background information in asynchronous video interviews. <i>Journal of Organizational Behavior</i>, 44(3), 458–475. <a href="https://doi.org/10.1002/job.2680">https://doi.org/10.1002/job.2680</a></p> <p>Schlaegel, C., Gunkel, M., &amp; Taras, V. (2023). COVID-19 and individual performance in global virtual teams: The role of self-regulation and individual cultural value orientations. <i>Journal of Organizational Behavior</i>, 44(1), 102–131. <a href="https://doi.org/10.1002/job.2671">https://doi.org/10.1002/job.2671</a></p> <p>Shafi, M., Zoya, Lei, Z., Song, X., &amp; Sarker, M. N. I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. <i>Asia Pacific Management Review</i>, 25, 166–176. doi:10.1016/j.apmr.2019.12.002.</p> <p>Stavraki, M., Lamprinakos, G., Briñol, P., Petty, R. E., Karantinou, K., &amp; Díaz, D. (2021). The influence of emotions on information processing and persuasion: A differential appraisals perspective. <i>Journal of Experimental Social Psychology</i>, 93, 104085. doi:10.1016/j.jesp.2020.104085.</p> <p>Szydło J, &amp; Grześ-Bukłaho J. (2020). Relations between national and organisational culture—Case study. <i>Sustainability</i>, 12, 15–22. doi:10.3390/su12041522</p> <p>Tran, Q. H. N. (2020). Organisational culture, leadership behavior and job satisfaction in the Vietnam context. <i>International Journal of Organizational Analysis</i>, 29, 136–154. doi:10.1108/IJOA-10-2019-1919</p>
<b>INDICATIVE MATERIAL:</b> (e.g. audiovisual, digital material, etc.)	<p><b>REQUIRED MATERIAL:</b> N/A</p> <p><b>RECOMMENDED MATERIAL:</b> N/A</p>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of appropriate academic conventions as applicable in oral and written communications.

<b>SOFTWARE REQUIREMENTS:</b>	MS Office
<b>WWW RESOURCES:</b>	<p>Students are expected to use the internet at their own discretion to select information on the individual project. Useful sources include:</p> <p> <a href="http://www.csreurope.org">www.csreurope.org</a>  <a href="http://www.globalreporting.org">www.globalreporting.org</a>  <a href="http://www.csrhellas.net">www.csrhellas.net</a>  <a href="http://www.globalcsr">www.globalcsr</a>  <a href="http://www.ebscohost.com">www.ebscohost.com</a>  <a href="http://www.emerald.com/insight">www.emerald.com/insight</a> </p>
<b>INDICATIVE CONTENT:</b>	<p><u>OB Book (Griffin et al.):</u></p> <ol style="list-style-type: none"> <li>1. Chapter 1 – An overview of OB</li> <li>2. Chapter 3 – Individual Differences</li> <li>3. Chapter 4 – Individual Values, Perceptions and Reactions</li> <li>4. Chapter 5 – Motivating Behavior</li> <li>5. Chapter 6 - Motivating Behavior with Performance and Rewards</li> <li>6. Chapter 7 – Groups and Teams</li> <li>7. Chapter 9 – Communication</li> <li>8. Chapter 10 – Managing Conflict and Negotiations</li> <li>9. Chapter 14 – Organizational Structure and Design</li> <li>10. Chapter 15 – Organizational Culture</li> <li>11. Chapter 16 – Organizational Change and Change Management</li> </ol> <p><u>HRM Book (Stredwick):</u></p> <ol style="list-style-type: none"> <li>12. Chapter 1 – Introduction</li> <li>13. Chapter 2 – Recruitment, Employer Branding and Employer of Choice</li> <li>14. Chapter 3 - Selection</li> <li>15. Chapter 5 – Performance Management</li> <li>16. Chapter 6 – Rewarding Employees</li> <li>17. Chapter 8 – Learning and Talent Development</li> <li>18. Chapter 12 – Human Resource Planning</li> </ol>