

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

## Course Description: Organizational Behavior

### Basic Information:

Course Name	Organizational Behavior
Course ID	ORB.24
Contact Hours (Synchronized Sessions)	28
Contact Hours with the tutor outside the Synchronized Sessions	17
Contact Hours (Registered Sessions)	130
Exam	
Registered Sessions Work Load	
Synchronized Session Work Load	
Credit Hours	7
Course Level	7

### 1. Pre-Requisites:

Course	ID
Human Resource Management	HRM.14

### 2. Course General Objectives:

Introducing students to the importance of studying organizational behavior, for the individual and the organization, and the factors affecting individual behavior through values, learning, perception, personality and emotions. It also deals with the study of factors affecting group behavior such as team management, administrative leadership and motivation, and it also deals with behavior at the organization level such as organizational culture and the decision-making process, And methodologies for organizational change to reach organizational effectiveness and release the potential energies, and to clarify positive behaviors at work, how to maximize them, negative behaviors and their effects, and how to get rid of them administratively and behaviorally.

### 3. Intended Learning Outcomes (ILO):

Code	Intended Learning Outcomes
ILO1	The student recognizes the concept and importance of studying organizational behavior at the individual, collective and organizational level, As well as to identify theories of modern organizational behavior and its relationship with administrative theories.
ILO2	The student remembers the factors affecting individual behavior, realizes the interaction

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	between those factors such as personality, values, perception, emotions and attitudes, and recognizes how to use them positively in the work environment.
ILO3	The student defines the concept of a work team and distinguish between the types of teams and how to use each of them, and how to form an effective work team, and discuss successful practical cases of work teams.
ILO4	The student learns the concept of motivation and how to use motivation approaches to benefit from the energies of workers in the service of the organization.
ILO5	The student is convinced of the importance of administrative leadership in modern organizations and distinguishes between leadership styles, and how to apply any of them according to personal, internal and external factors surrounding the organization.
ILO6	The student realizes the importance of organizational culture in organizational development, gets acquainted with the types of organizational culture and how to benefit from each of them, and learns about the importance of organizational climate analysis in developing the organization's strategy correctly.
ILO7	The student learns about the importance of change in organizations, approaches and strategies for organizational change, and how to manage resistance to change
ILO8	The student learns the relationship between organizational learning, learning organizations and knowledge management, and recognizes how to access it in organizations and the role of management in securing its success requirements.
ILO9	The student learns the importance of positive behavioral organizational outcomes, such as job satisfaction, organizational commitment, loyalty, and organizational citizenship, and learns about how the behavioral link between job satisfaction and organizational citizenship through a series of behavioral variables.
ILO10	The student learns the positive behavioral aspects that should be promoted, including organizational agility and organizational socialization, and distinguishes between types of organizational justice and their role in promoting positive behavioral outcomes.
ILO11	The student realizes the importance of psychological and administrative empowerment of workers, distinguishes between them, and recognizes the stages of reaching employee empowerment and the role of this at the level of workers and the organization.
ILO12	The student distinguishes between negative and positive work stress, job burnout, and the role of management in managing organizational stress.
ILO13	The student compares between constructive and destructive conflict, and gets acquainted with the methods of conflict management and the areas of application of each, with a comparison between negative and positive conflict situations in organizations and the role of management in that.
ILO14	The student realizes the seriousness of negative organizational outputs such as uncivilized behavior, aggressive behaviors, and recognizes the concepts of functional bullying, harassment and realizes the need to work on how to eliminate them from the organization's culture and the mentality and psyche of workers.

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

#### 4. Course Syllabus (21hours of total Recorded Sessions, 28hours of total synchronized sessions)

RS: Recorded Sessions; SS: Synchronized Sessions;

ILO	Course Syllabus	RS	SS	Type	Additional Notes
ILO1	<ul style="list-style-type: none"> <li>The concept and theories of organizational behavior.</li> <li>The importance of studying organizational behavior, and the relationship of organizational behavior with other social sciences.</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> Seminars Projects <b>X Practices</b> Others	A practical case on the role of globalization in organizational behavior
ILO2	<ul style="list-style-type: none"> <li>The study of individual behavior, including personality, attitudes, values, beliefs, emotions and their role, behavior of individuals</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> Seminars <b>X Projects</b> Practices Others	Case studies of global companies on the impact of personality and values on behavior, emotions and emotional intelligence.
ILO3	Team work: concept, types of work teams. <ul style="list-style-type: none"> <li>Team building, team cohesion, and team development.</li> <li>The elements of success of the work team.</li> </ul>	1.5 H	2 H	<b>X Exercises</b> <b>X Assignments</b> Seminars Projects Practices Others	Examples and practical cases of effective work teams and the basis for their formation
ILO4	Motivation: its concept, types, theories and its role in improving the performance of individuals and organizations.	1.5 H	2 H	Exercises <b>X Assignments</b> <b>X Seminars</b> Projects Practices Others	Comparisons between the impact of material and moral stimulus according to the reality and field of work of the company
ILO5	Administrative leadership: the concept of leadership, its historical development, and leadership effectiveness. Leadership schools, theories, and leadership styles <ul style="list-style-type: none"> <li>The influence of leadership on organizational outcomes.</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> <b>X Seminars</b> Projects Practices Others	Comparisons between ancient and modern theories of leadership, showing the difference between management and leadership, and examples of distinguished leaders who have transformed global organizations
ILO6	Organizational culture: concept, importance and components.	1.5 H	2 H	Exercises <b>X Assignments</b>	Compare which cultures are better in

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	<ul style="list-style-type: none"> <li>Types of organizational culture and cultural diversity and their role in organizational development.</li> <li>Organizational climate: dimensions and relationship with the organizational culture and the role of management in building a positive climate.</li> </ul>			<b>X Seminars</b> Projects Practices Others	both the public and private sectors and according to the nature of the work.
ILO7	Change management: the concept of change, change management and the importance of change in organizations. <ul style="list-style-type: none"> <li>Approaches and strategies for organizational change, and how to manage resistance to change.</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> Seminars Projects <b>X Practices</b> Others	Examples of organizations that have successfully managed change, and cases of companies that have successfully dealt with resistance to change.
ILO8	Organizational learning, the learning organization, and knowledge management <ul style="list-style-type: none"> <li>The concept of organizational learning, its dimensions, inputs and outputs</li> <li>Knowledge management: the processes and components of their application</li> <li>Transition to the learning and knowledge organization.</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> Seminars Projects <b>X Practices</b> Others	Practical cases about organizations that have transformed into knowledge organizations - examples and results of studies in the transition from learning to a learning organization
ILO9	Positive behavioral outcomes: <ul style="list-style-type: none"> <li>Job satisfaction and organizational commitment</li> <li>Job loyalty, job involvement and organizational citizenship.</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> Seminars Projects <b>X Practices</b> Others	Results of previous studies on the positive effects of satisfaction, loyalty and citizenship and how to link them
ILO10	Positive behavioral outcomes (Part Two) <ul style="list-style-type: none"> <li>Organizational agility</li> <li>Organizational socialization</li> <li>Organizational justice</li> <li>The role of organizational justice in improving behavioral outcomes</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> <b>X Seminars</b> Projects Practices Others	Realistic examples of organizational agility, and practical cases about steps for organizational Socialization and employee engagement
ILO11	Empowering employees Psychological empowerment	1.5 H	2 H	Exercises <b>X Assignments</b>	Examples of the link between psychological

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	<ul style="list-style-type: none"> <li>Administrative empowerment</li> <li>The role of empowerment in the effectiveness of the organization</li> </ul>			<b>X Seminars</b> Projects Practices Others	and managerial empowerment
ILO12	Work stress and job burnout: <ul style="list-style-type: none"> <li>The concept of stress and the evolution of the work stress perspective.</li> <li>The effects of work stress on the individual, the organization and society.</li> </ul> Occupational burnout	1.5 H	2 H	Exercises <b>X Assignments</b> <b>X Seminars</b> Projects Practices Others	A practical exercise on how to manage stress and benefit from it, and experiences of burning pressures and the intention to leave work.
ILO13	Organizational conflict: the concept of conflict, and its types. <ul style="list-style-type: none"> <li>Methods of managing conflict, outputs of organizational conflict</li> </ul>	1.5 H	2 H	Exercises <b>X Assignments</b> Seminars Projects <b>X Practices</b> Others	A Case Study of a Global Company that Effectively Managed Organizational Conflict - Examples from Ancient and Modern History
ILO14	Negative organizational outcomes <ul style="list-style-type: none"> <li>uncivilized behaviors</li> <li>Hostile behaviors</li> </ul> Psychological and sexual harassment in the workplace.	1.5 H	2 H	Exercises <b>X Assignments</b> Seminars Projects <b>X Practices</b> Others	Results of studies on how to reduce negative corporate behavior

## 5. Assessment Criteria (Related to ILOs)

ISC	Interactive Synchronized Collaboration	Ex	Exams	Rpt	Reports
PF2F	Presentations and Face-to-Face Assessments	PW	Practice Work		

ILO Code	ILO	Intended Results	Assessment Type				
			ISC	PW	Ex	PF 2F	Rpt
ILO1	The student recognizes the concept and importance of studying organizational behavior at the individual, collective and organizational level, As well as to identify theories of modern	The student recalls management concepts related to behavioral aspects such as relationship theory Through discussion with	X		X		

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	organizational behavior and its relationship with administrative theories.	the teacher, the student analyzes the applicability or inapplicability of some behavioral theories in the current business environment.					
ILO2	The student remembers the factors affecting individual behavior, realizes the interaction between those factors such as personality, values, perception, emotions and attitudes, and recognizes how to use them positively in the work environment.	The student uses the principles of psychology and sociology to study behaviors presented and analyzed by the teacher. Remember the vocabulary of scientific content by answering deductive questions.	X		X		
ILO3	The student defines the concept of a work team and distinguish between the types of teams and how to use each of them, and how to form an effective work team, and discuss successful practical cases of work teams.	The student remembers the theories of motivation - the student compares the theory of the four needs and motivations within the Syrian environment.	X		X		
ILO4	The student learns the concept of motivation and how to use motivation approaches to benefit from the energies of workers in the service of the organization.	The student recalls the relationship between job satisfaction and motivation	X		X		
ILO5	The student is convinced of the importance of administrative leadership in modern organizations and distinguishes between leadership styles, and how to apply any of them according to personal, internal and external factors surrounding the organization.	The student remembers the basic schools of leadership The student discusses in a realistic case which leadership styles are most effective The student links the use of emotions, effectiveness of leadership, and the ability to motivate.	X		X		

<b>Syrian Arab Republic</b>	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
<b>Ministry of Higher Education and Scientific Research</b>		وزارة التعليم العالي والبحث العلمي
<b>Syrian Virtual University</b>		الجامعة الافتراضية السورية

ILO6	The student realizes the importance of organizational culture in organizational development, gets acquainted with the types of organizational culture and how to benefit from each of them, and learns about the importance of organizational climate analysis in developing the organization's strategy correctly.	The student discusses with the teacher when each type of organizational culture is effective, and he remembers the pros and cons of each type of organizational culture.	X		X		
ILO7	The student learns about the importance of change in organizations, approaches and strategies for organizational change, and how to manage resistance to change	The student remembers basic information about change approaches. The teacher discusses with students the reasons for resistance to change.	X		X		
ILO8	The student learns the relationship between organizational learning, learning organizations and knowledge management, and recognizes how to access it in organizations and the role of management in securing its success requirements.	The student remembers knowledge management processes, and discusses the role of organizational learning in reaching the learning organization	X	X	X		
ILO9	The student learns the importance of positive behavioral organizational outcomes, such as job satisfaction, organizational commitment, loyalty, and organizational citizenship, and learns about how the behavioral link between job satisfaction and organizational citizenship through a series of behavioral variables.	The student remembers key information about the relationship between job satisfaction, commitment, loyalty, and organizational citizenship. The student discusses how satisfaction and commitment are transformed into organizational engagement and citizenship	X	X	X		
ILO10	The student learns the positive behavioral aspects that should be	The student recalls the types of organizational	X	X	X		

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	promoted, including organizational agility and organizational socialization, and distinguishes between types of organizational justice and their role in promoting positive behavioral outcomes.	justice, and discusses the link between organizational justice and organizational normalization					
ILO11	The student realizes the importance of psychological and administrative empowerment of workers, distinguishes between them, and recognizes the stages of reaching employee empowerment and the role of this at the level of workers and the organization.	It discusses the relationship between psychological and managerial empowerment, and recalls the dimensions of psychological and managerial empowerment	X		X		
ILO12	The student distinguishes between negative and positive work stress, job burnout, and the role of management in managing organizational stress.	The student remembers the difference between negative and positive pressures.	X		X		
ILO13	The student compares between constructive and destructive conflict, and gets acquainted with the methods of conflict management and the areas of application of each, with a comparison between negative and positive conflict situations in organizations and the role of management in that.	The student discusses the method of resolving conflicts through a practical case The student remembers the difference between constructive and destructive conflict, and discusses appropriate cases for applying each of the conflict management strategies.	X		X		
ILO14	The student realizes the seriousness of negative organizational outputs such as uncivilized behavior, aggressive behaviors, and recognizes the concepts of functional bullying, harassment and realizes the need to work on how to eliminate	The student discusses the logical sequence of the transformation of uncivilized behavior into aggressive ones The student remembers the negative effects of bullying and bullying at	X		X		



Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

them from the organization's culture and the mentality and psyche of workers.	work						
---	------	--	--	--	--	--	--

## 6. Practice Tools:

Tool Name	Description
Non	Non

## 7. Main References

المغربي محمد بشير، 2016، السلوك التنظيمي، دار الجنان للنشر والتوزيع، عمان.

Ason Colquitt and Jeffery LePine and Michael Wesson , 2019, Organizational Behavior: Improving Performance and Commitment in the Workplace, Mc Graw-Hill, Irwin.

James Campbell Quick, debra L. Nelson, 2017, principals of Organizational behavior (realities and challenges), 9th edition, south-western Cengage learning.

Jennifer Garvey Berger ,(2019), Unlocking Leadership Mind traps: How to Thrive in Complexity Kindle Edition, Stanford Briefs.

Jim Fischetti, (2019), Vision to Results: Leadership in Action, Lion crest Publishing.

Steven McShane, Mara Olekalns, , Alex Newman Angela Martin, 2018, Organizational Behaviour 6E, Emerging knowledge, Global insights, 6th edition, University of Canterbury, Ara Institute of Canterbury

Steven L. McShan, Mary Ann Von Glinow, 2015, Organizational behavior (essentials),5th edition, McGraw-Hill.

Thomas Klikauer, 2018, Managing People in Organizations, IESE Business school, University of Navarra.

## 8. Additional References

Peter Hawkins, 2014, Leadership Team Coaching: Developing Collective transformational leadership, Kogan Page limited

محمود العميان، 2010، السلوك التنظيمي، الجامعة الأردنية، الطبعة الخامسة.