



UNIVERSITY OF NATIONAL AND WORLD ECONOMY

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| COURSE TITLE: Organizational Behavior |
| SEMESTER: (WINTER or SUMMER) |

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| TEACHER'S NAME: Assoc. Prof. D.Sc. S. Dacheva |
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1. ANNOTATION

As a relatively new course in the curriculum of contemporary universities in Bulgaria Organizational Behavior has following main targets:

A) to bring to the students systematic knowledge about human behavior and human groups in the process of organized work and the management.

B) to derive the reasons and factors that implies certain behavior of individuals and groups in organization.

C) to reveal basic techniques and rules that could be used later by the students as specialists and managers to predict with certain degree of confidence the behavior of the workers in the organization.

In order to achieve this aims, in fifteen logically ordered items grouped in two main parts, we explain the general foundations of organizational behavior, the individual and group behavior in the organization, the control of the behavior of the individuals in a group, the organizational change, the organizational development and organizational culture and behavioral appearance of the relation between organization and personality.

2. LANGUAGE OF TEACHING

ENGLISH

3. COURSE CONTENT (TOPICS)

A. LECTURES:

PART 1 - FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOR.

INDIVIDUAL BEHAVIOR

Introduction to organizational behavior

- The organizational behavior as a branch of the science of management. Subject approaches and connection of organizational behavior with other fields of scientific knowledge
- The development of the organizational behavior as a branch of the science and academic subject
- Basic concepts about the nature of the organization and the human in fundamentals of organizational behavior

The study of the behavior of individuals, teams and organizations

- The behavior in organizations
- Investigation of individuals, groups and organizations: scientific approach
- The features of the scientific approach
- Aims of scientific investigation
- Stages of scientific investigation
- Elements of scientific investigation
- How to estimate the study of human behavior in organizations?



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- Making a project of the investigation
 - Announcing of the results of scientific investigations of organizational behavior
- General characteristics of individual work behavior in the organization
- Characteristics of individual differences. Management consistent with the dynamics of individual differences
 - Management taking into account the value orientation of the workers in organization
- Work motivation and individual behavior
- Motivation stimulus
 - Human necessities
 - System of economic stimulation and reward
 - Controlling the behavior of the workers in organization
 - Personal growth and professional career
- Leadership
- The notion of leadership
 - Theories for the qualities of the leader
 - Theories for the behavior of the leader
 - Situational theories for leadership
- Theories for charismatic and transformational leadership
- Management
- The nature of management
 - Behavioral approaches to the style of management
 - Situational approaches to the management
- The power in organizations
- The notion of power
 - Fundamentals and sources of power
 - Dependence and power
 - Power and individuality
 - Assessment of power
 - Tactics of interpersonal power in organizations
 - Policy of organization
 - Political tactics in organizations
 - Political games in organizations
- Communications in organizations
- Introduction to communications
 - Elements of the system of communication
 - Communication types
 - Spatial arrangement and communication sets in groups
 - Organizational communication
 - Verbal communication skills in organizations
 - Nonverbal communication in organizations
 - Interactive communication in organizations

PART 2 - DYNAMICS OF ORGANIZATIONAL BEHAVIOR

Group behavior, group dynamics and teams

- Group behavior
- Dynamics of formal and informal groups
- Organizational context of team work in contemporary work conditions
- Interpersonal processes



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Conflict and conflict management

- The notion of conflict
- The conflict process
- Strategies of conflict management
- Strategies of conflict resolution
- Strategies of conflict handling
- Negotiations
- Negotiation strategies and tactics
- Stages of the process of negotiation
- The personality of negotiator and the negotiation process
- Obstacles to effectiveness of negotiations
- The abilities to negotiate
- Measuring and arbitration

Workplace stress

- The notion of stress. Stress - exhaustion relationship
- Stress factors
- Consequences of stress in workplace
- Main approaches to manage stress

Innovation and changes in organizations

- Notions of innovation and operation creativity
- Determinants of operation creativity
- The notion of organizational change
- Models of planned organizational change
- Resistance to change
- Overcoming resistance to change
- Interventions in development of organization

Organizational culture

- The notion of organizational culture
- Characteristics of organizational culture
- Main functions of organizational culture
- Elements of organizational culture
- Assessment of organizational culture
- Creation and maintenance of organizational culture. Stages of the cycle of organizational culture

- Organizational culture and leadership
- Determination of cultural differences among countries
- Cultural clash
- Organizational culture and cultural clash

Organizational behavior in different national cultures

- Social, legal, ethical, political and economic peculiarities in different countries in the world
- Management of international labor force
- Overcoming the barriers of cultural adaptation
- Cultural opportunities and the level of labor productivity
- Communication between representatives of different cultures
- Management leadership in different cultures

Perspectives of organizational behavior

- Models of organizational behavior
- Limitations to organizational behavior
- The future of organizational behavior



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B. SEMINARS:

1. Introduction to organizational behavior
2. The behavioral interpretation of business organizations
3. Variants of behavior of organizations
4. General characteristic of individual behavior of the workers in organization
5. Motivation of managerial behavior
6. Motivation of individual behavior of specialists and workers in organization
7. Management of group processes and behavior
8. Management of interpersonal behavior in group
9. Power, management, leadership and behavior
10. Management of change and related behavior in organization
11. Organizational development and behavior
12. Conflicts in organizations
13. Organizational culture
14. Organizational behavior in different national cultures
15. Future of organizational behavior

16. METHODS OF TEACHING

The study is implemented by combining of lectures and seminars, discussions, case study, situations, tests, individual assignments. Slides, PPP, on line sources and student presentations are used. The necessary resources are: blackboard and chalk, multimedia projector

17. LEARNING OUTCOMES

The course will give basic knowledge about:

- individual and group behavior.
- communications in organizations.
- organizational culture and organizational development.
- conflicts in organizations etc.

18. ASSESTMENT METHODS

Individual assignment is presented to the course group.

Exam includes two estimates with equal weight - the exam, held in the form of test and practical development of a real problem.

The formula for the formation of the final grade is as follows:

$$FE = 0,5 * ET + 0,5 * IS,$$

FE = final exam

ET = assessment of the exam test

IS = assessment of the presentation of individual assignment

The final grade is made using "six-score" grading system. The minimum grade for successful



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completion of the course is "Average / 3 /." Reconciled with the European Credit Transfer System, it looks as follows:

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| Excellent /6/ A | Very Good /5/ B | Good /4/ C | Average /3/ D,E | Poor /2/ FX,F |
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19. REFERENCES (MANDATORY AND RECOMMENDED)

A. MAIN LITERATURE:

1. Ангелов, А., Организационно поведение. Тракия-М. С., 2002.
2. Паунов, П., Организационно поведение. СД "Дино-ИМ", С., 1997 и "Сиела", С., 1998.

B. SUPPLEMENTARY LITERATURE:

1. Kolb, D.A. Rubin, I.M. Osland, J.S. Organizational Behavior. An experiential approach. 6.ed. Englewood Cliffs. NJ: Prentice Hall, 1995.
2. Robbins, S.P. Organizational Behavior, 6. ed. NJ: Prentice Hall, 1993
3. Salgado Velo J.F. Comportamiento Organizacional. Escuela de Negocios. Caikavigo, 2001.