

MGMT 2110 – Organizational Behavior

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| School: | School of Business and Management |
| Subject Area: | Management |
| Course Credit: | 3 |
| Instructor: | NG Ka Man |
| Pre-requisite/co-requisite: | Nil |

Notes:

- The syllabi provided here is for reference only and may be subject to changes and adjustments as determined by the course instructors.

**MGMT 2110 Organizational Behavior
Syllabus for Summer 2026**

Department of Management
The Hong Kong University of Science and Technology

[Last updated on Oct 30, 2025]

COURSE INSTRUCTOR AND TEACHING ASSISTANT

| | <i>Course Instructor</i> | <i>Teaching Assistant</i> |
|---------------|---------------------------------|----------------------------------|
| Name: | Prof. Carmen NG | TBC |
| Title: | Adjunct Associate Professor | TBC |
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| Office hours: | By appointment | |

TIME AND VENUE OF CLASS MEETINGS

Time (tentative): 16 Jun 2026 – 6 Aug 2026, every Tuesday and Thursday, 2:00pm – 5:20pm.
Venue: TBC

COURSE DESCRIPTION

This is an introductory course to organizational behavior (OB) – the field of study that investigates the impact individuals, groups, and organizational characteristics have on human behaviors within organizations, for the purpose of applying such knowledge toward improving organizational effectiveness.

We live in an organizational world. To succeed in your careers and to help your organizations succeed, you have to understand how employees and managers behave and why they behave the way they do. This course will help by covering a wide variety of OB topics such as perception and decision making, motivation, team dynamics, leadership, and communication. While this course will not turn you into OB experts right away, it should lay a good foundation to help you become more effective and satisfied organizational members.

COURSE INTENDED LEARNING OUTCOMES

On completion of this course, you should be able to:

1. Demonstrate your understanding of major concepts and theories in OB.
2. Analyze management issues at the individual, team and organizational levels critically and creatively.
 - a. Being critical refers to the application of OB theories to solving organizational problems in a manner that shows your awareness of (i) exactly how the theory of your choice applies to the issue being analyzed and (ii) the risks and benefits associated with each solution suggested.
 - b. Being creative refers to finding solutions to management issues not necessarily referred to in your textbook, as long as such solutions are theoretically justified.
3. Apply concepts and theories in OB learned in this course to solve business problems.
4. Communicate and present your ideas clearly, persuasively, and professionally (through writing, presentations, and discussions).
5. Enhance your personal ability to function effectively in multicultural settings.
6. Develop an understanding of personal strengths and weaknesses in organizational contexts.

COURSE FORMAT AND MATERIALS

Class time will be divided among presentation-based activities (including PowerPoint presentations and videos) and active learning activities (including in-class exercises and discussions).

Recommended textbook: Robbins, S. P. & Judge, T. A. (2024). Organizational Behavior (Global Edition: 19th Edition). Pearson.

Lecture notes and additional resources: Lecture notes will be available for download from Canvas at least 6 hours before each class. Additional materials will be distributed via Canvas in due course.

ASSESSMENT

Your course grade will be derived from your performance as follows:

| Assessment components | Points | Percentage* |
|------------------------------|-------------------|--------------------|
| <i>Class participation</i> | | |
| - <i>In-class exercises</i> | <i>8 points</i> | <i>7.69 %</i> |
| - <i>Class discussion</i> | <i>12 points</i> | <i>11.54 %</i> |
| <i>Examinations</i> | | |
| - <i>Examination 1</i> | <i>24 points</i> | <i>23.08 %</i> |
| - <i>Examination 2</i> | <i>30 points</i> | <i>28.85 %</i> |
| <i>Team project</i> | | |
| - <i>Presentation</i> | <i>24 points</i> | <i>23.08 %</i> |
| - <i>Peer evaluation</i> | <i>6 points</i> | <i>5.77 %</i> |
| Total | 104 points | 100 % |

* The percentage weight for each assessment component is rounded to 2 decimal places.

(a) Class Participation: In-class exercises [8 points] + Class discussion [12 points]

Participation in class activities is important as it helps your own learning and contributes to the learning atmosphere. Your participation grade will be determined by:

- In-class exercises: You are expected to attend all classes to complete the in-class exercises, however, you are allowed to miss up to 3 in-class exercises (after add/drop deadline) without penalty.
- Class discussion: When invited, please make constructive comments during class discussion. Please see below for the assessment rubric for class discussion:

| Needs improvement | Satisfactory | Exemplary |
|--|---|--|
| Rarely or occasionally participates in class discussion; shows limited respect to peers; contribution lacks relevance. | Participates regularly in class discussion; listens to peers and contributes relevant comments. | Actively participates in class discussion; listens to peers and contributes insightful comments to foster a positive learning environment. |

(b) Examinations: Exam 1 [24 points] + Exam 2 [30 points]

There will be two closed-book examinations: Exam 1 will cover Topics 1–5, and Exam 2 will cover all topics in the course (i.e., Topics 1–10) with an emphasis placed on Topics 6–10. Each exam will consist of multiple-choice questions and short essay questions. A few practice questions will be provided before each exam, so that you can get a sense of the exam question format. Electronic devices are not allowed during the examinations.

Please kindly note the scheduled examination dates indicated in the syllabus. There will be no make-up examination except due to extraordinary circumstances beyond your control (e.g., medical emergencies). Appropriate supporting document (e.g., sick leave certificate issued by a registered medical practitioner) is required for the consideration of a make-up examination.

(c) Team Project: Presentation [24 points] + Peer Evaluation [6 points]

This team project offers you an opportunity to apply OB theories and research-based evidence to inform practice. Each team will be assigned a *research paper* relating to a specific *OB topic*. The assigned research

paper reports an empirical study and provides you a theoretical background to understand the assigned OB topic. After reading the assigned research paper, you should analyze a *real-life problem* related to the assigned OB topic; you should get information about the real-life problem through interviewing an employee or a manager (this individual could be your friend, family member, ex-colleague in your last internship, etc.). You should also do some additional readings about the OB topic if you think it is necessary.

Timeline:

- Submit team member list (if any; deadline: TBC): Please form your own team of 5 members (tentatively) and submit the member list via Canvas (deadline: TBC). Your member list should include name and student ID# of each team member.
- Team contract + Determination of project topic (Date: TBC): Please come to class and enjoy a team building activity (i.e., team contract) which is designed to help you become effective team members. We will also do a lucky draw to determine your project topic (i.e., the assigned research paper and OB topic).
- Project presentation (July 28 & 30): Towards the end of the semester, your team will deliver a 15-minute PowerPoint presentation plus a 5-minute Q&A session to the class. Please submit your presentation slides (in pptx or pdf format) via Canvas (deadline: TBC). Late submission will be penalized.
- Peer evaluation (on or before August 6, 6pm): Please submit the self- and peer-evaluation on or before August 6, 6pm; late submission will not be accepted. [Note: If you are having issues within your team, it is important that you resolve these issues at an early stage rather than solely relying on this end-of-semester peer evaluation.]

Your presentation should include:

- Introduction: Briefly describe the real-life OB problem being addressed. Provide an outline of your presentation.
- About the interviewee / organization: Provide relevant background information about your interviewee and the organization involved, e.g., interviewee's job title and duties, organization's nature of business.
- The real-life OB problem: Describe in detail the real-life OB problem being addressed. Analyze how the problem arises and then describe its adverse impacts on employees / organization.
- Recommended solutions: Describe and justify your recommendations. Discuss the potential obstacles when following your recommendations and the ways to deal with those obstacles.
- Conclusion: Provide a summary of the main points presented in your presentation.

Grading criteria:

Your project presentation will be evaluated based upon the following criteria (with weights in parentheses):

| Criterion | <i>Needs improvement</i> | <i>Satisfactory</i> | <i>Exemplary</i> |
|---|--|--|--|
| The real-life OB problem and its causes and impacts (30%) | The real-life OB problem and its causes and consequences are listed without sufficient elaboration. | The real-life OB problem and its causes and consequences are described clearly. | The real-life OB problem and its causes and consequences are elaborated comprehensively. |
| Recommended solutions (30%) | Recommendations are vague or not feasible. Potential obstacles to solution implementation are not discussed. | Recommendations are presented clearly and are reasonable and feasible. Potential obstacles to solution implementation are discussed. | Recommendations are presented in detail and are logical, practical, and insightful. Potential obstacles to solution implementation are well-addressed. |

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| Application of OB theories and empirical evidence (20%) | OB theories and empirical evidence are applied minimally in the analysis. | OB theories and empirical evidence are applied appropriately in the analysis. | Arguments in the analysis are well-supported by a robust application of OB theories and empirical evidence. |
| Communication (20%) | Presentation lacks clear organization. Visuals do not support the content. References are not cited properly. | Presentation is organized. Visuals enhance the key messages. References are properly cited. | Presentation is well-organized and engaging. Visuals reinforce the key points and help to engage the audience. References are properly cited. |

POLICY ON THE USE OF GENERATIVE ARTIFICIAL INTELLIGENCE IN ASSESSMENT

In this course, you are allowed to use generative artificial intelligence (GenAI) tools only for the team project assessment task. In the team project, you may use GenAI for idea generation, copyediting, etc. However, you must verify the information provided by GenAI and provide proper citations / references.

ADOPTION OF CRITERION-REFERENCED ASSESSMENT (CRA)

This course will be assessed using criterion-referencing where student performance is evaluated against the achievement of learning outcomes. Further information on “Grade Descriptors for the Assessment of Key Learning Outcomes” can be found on the following University webpage:

<https://registry.hkust.edu.hk/resource-library/grade-descriptors-assessment-key-learning-outcomes>

THE HKUST ACADEMIC HONOR CODE

Honesty and integrity are central to the academic work of HKUST. Students of the University must observe and uphold the highest standards of academic integrity and honesty in all the work they do throughout their program of study. As members of the University community, students have the responsibility to help maintain the academic reputation of HKUST in its academic endeavors. Sanctions will be imposed on students, if they are found to have violated the regulations governing academic integrity and honesty.

COURSE SCHEDULE (Tentative)

| Class | Date | Topic |
|-------|----------|--|
| 1. | June 16 | Topic 0 Course introduction + Topic 1 What's organizational behavior (OB)? |
| 2. | June 18 | Topic 2 Personality and values |
| 3. | June 23 | Topic 3 Emotions in the workplace |
| 4. | June 25 | Topic 4 Perceiving ourselves and others in organizations |
| 5. | June 30 | Topic 5 Decision making and creativity |
| 6. | July 2 | Topic 6 Employee motivation |
| 7. | July 7 | Exam 1 (Coverage: Topics 1-5) |
| 8. | July 9 | Topic 7 Managing groups and teams |
| 9. | July 14 | Topic 8 Communication in organizations |
| 10. | July 16 | Team project consultation |
| 11. | July 21 | Topic 9 Leadership, power and influence |
| 12. | July 23 | Topic 10 Conflict and negotiation |
| 13. | July 28 | Team project presentations (Day 1) |
| 14. | July 30 | Team project presentations (Day 2) |
| 15. | August 4 | Exam 2 (Coverage: Topics 1-10; with an emphasis placed on Topics 6-10) |
| 16. | August 6 | Reserved for Make-up Exam in case of bad weather on Aug 4 + Peer evaluation due date. |

CAVEAT: The instructor reserves the right to change anything in the syllabus in the event of extenuating circumstances.