

Capital University of Economics and Business

Overseas Chinese College

Course Syllabus

Year and Semester	2026 Spring																							
Course Name	Organizational Behavior																							
Course Code	BC304																							
Course Type	<input type="checkbox"/> General Education (Required) <input type="checkbox"/> General Education (Elective) <input type="checkbox"/> Basic Disciplinary Course <input type="checkbox"/> Professional Course (Required) <input type="checkbox"/> Professional Course (Elective) <input type="checkbox"/> Professional Course (Expanded) <input checked="" type="checkbox"/> Professional Course (Advanced)																							
Course Credits	3																							
Course Hours	Total Class Hours	48	Lecture Hours	48	Experiment (Computer) Hours	0																		
Applicable object	<input type="checkbox"/> Freshman <input type="checkbox"/> Sophomore <input checked="" type="checkbox"/> Junior <input type="checkbox"/> Senior <input type="checkbox"/> Business Administration (Accounting) <input type="checkbox"/> Information Management and Information Systems (Finance)																							
Prerequisites	None																							
Instructor	Yue Wang																							
Contact Information	Office: BA Office																							
	Tele:17600526706																							
	Email: wangyue@cueb.edu.cn																							
Office Hour	T 13:30-15:05 W 13:30-15:00 Th																							
Learning Centre	M 18:00-20:00 (online) F 15:25-17:00																							
Grade/Section	23BA 23ACCA																							
Course Time/Place	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th> <th>星期一</th> <th>星期二</th> <th>星期三</th> <th>星期四</th> <th>星期五</th> </tr> </thead> <tbody> <tr> <td>0102节 08:00-09:35</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>030405节 09:55-12:20</td> <td>组织行为学 1-16周 A108(03-04-05) 应转快课 23级工商管理 (高财会计) 2班 上课人数:24</td> <td>组织行为学 1-16周 A203(03-04-05) 应转快课 23级工商管理 (高财会计) 1班 上课人数:21</td> <td>组织行为学 1-16周 A206(03-04-05) 应转快课 23级工商管理 (高财会计) 3班 上课人数:34</td> <td></td> <td>组织行为学 1-16周 A204(03-04-05) 应转快课 23级工商管理 (高财会计) 4班 上课人数:30</td> </tr> </tbody> </table>							星期一	星期二	星期三	星期四	星期五	0102节 08:00-09:35						030405节 09:55-12:20	组织行为学 1-16周 A108(03-04-05) 应转快课 23级工商管理 (高财会计) 2班 上课人数:24	组织行为学 1-16周 A203(03-04-05) 应转快课 23级工商管理 (高财会计) 1班 上课人数:21	组织行为学 1-16周 A206(03-04-05) 应转快课 23级工商管理 (高财会计) 3班 上课人数:34		组织行为学 1-16周 A204(03-04-05) 应转快课 23级工商管理 (高财会计) 4班 上课人数:30
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Textbook	Organizational Behavior, 组织行为学 (英文版·原书第七版)[加] 史蒂文·L·麦克沙恩(Steven L. McShane)[美]玛丽·安·冯·格利诺(Mary Ann Von Glinow)																							

Reference Book

协同: 数字化时代组织效率的本质
 作者:陈春花出版社:机械工业出版社

Course Description

This course introduces the fundamental theories and concepts of organizational behavior (OB), examining individual, group, and organizational dynamics within the workplace. Moving beyond a traditional Western-centric perspective, the curriculum is thoughtfully contextualized within the framework of China's national development strategies and the Socialist Core Values. Students will explore how OB principles apply to contemporary Chinese management practices, focusing on topics such as leadership under the guidance of Party

building, motivation aligned with common prosperity, and the cultivation of organizational cultures that integrate excellent traditional Chinese culture. Through the analysis of real-world cases from Chinese enterprises and institutions, the course aims to develop professionals who possess not only a solid understanding of universal OB theories but also the capability to analyze, diagnose, and contribute to organizational effectiveness in a manner that supports high-quality development and Chinese modernization.

Student Learning Objectives

On successful completion of this exam, candidates should be able to:

Knowledge	<ul style="list-style-type: none"> ➤ Explain the core concepts of organizations and organizational behavior, and understand their significance in the context of promoting organizational high-quality development and serving Chinese modernization. ➤ Identify key aspects of individual behavior and psychological processes in organizations, analyzing their impact on work attitudes and behaviors within contemporary Chinese socio-cultural contexts and the framework of Socialist Core Values. ➤ Illustrate the importance of motivation and the decision-making process, and apply these theories to analyze how to establish effective incentive mechanisms oriented toward common prosperity and make rational choices that align with national interests and long-term organizational development. ➤ Explore group dynamics, conflict management, and leadership within organizations, with a focus on understanding the role of Party building leadership, teamwork spirit, and people-centered leadership concepts in modern organizational governance. ➤ Describe the key elements of organizational structure and culture, and analyze the development paths for organizational cultures that characterize modern Chinese enterprise systems and integrate excellent traditional, revolutionary, and socialist advanced cultures.
Capability	<ul style="list-style-type: none"> ➤ Apply organizational behavior theories to analyze management practices and typical cases of Chinese enterprises and public sectors in areas such as strengthening Party building, fulfilling social responsibility, and promoting innovation and green development. ➤ Diagnose management issues at the individual, group, and organizational levels, and preliminarily design improvement plans or management mechanisms that adhere to principles of integrity, fairness, and harmony within the national legal, regulatory, and policy framework. ➤ Based on an analysis of personal values and personality traits, clarify one's own career development direction, foster a conscious awareness of integrating personal career planning into the needs of national development, and identify organizational cultures with good social reputation that are compatible with one's own values. ➤ Utilize critical thinking to examine different management perspectives and practices, and demonstrate constructive attitudes and a collaborative spirit in team communication and conflict resolution to effectively facilitate

	consensus building.
Mindset	<ul style="list-style-type: none"> ➤ Establish principles of integrity, objectivity, and justice within and around organizations, firmly resisting unethical business practices and social activities. Deeply understand the connotations of entrepreneurship and patriotism, and cultivate a sense of responsibility to serve society. ➤ Develop a systemic view of organizations, understanding the intrinsic connection between micro organizational behavior and national macro-development strategies (e.g., talent development, innovation-driven development), and possess the awareness to examine management issues from a broader perspective. ➤ Strengthen rule-of-law thinking and bottom-line thinking, adhering to logic, methodology, and accuracy in work, strictly complying with national laws and regulations as well as organizational rules, and establishing a bottom-line mindset for safe development and risk prevention. ➤ Practice critical thinking and social responsibility, consciously integrating the new development philosophy of innovation, coordination, greenness, openness, and sharing into the analysis and evaluation of organizational activities, and cultivating a sense of mission to promote sustainable development.

Teaching Methods

In class, textbook content will be introduced first; real cases and practice questions will be delivered to students to test their understanding of the knowledge before or after classes. This will require individual or group assignments in or after class.

Grade Criterion

Component	Weight	Description
Final Exam	20%	A cumulative final examination will be given based on all of the contents of the class. The exam paper may be composed of multiple-choice questions, short answer questions, and essay questions. Students should rely primarily on course PPTs and homework assignments to give them a sense of what they may see for material on exams.
Final Group Project and Presentation	30%	Group projects and presentations to be determined.
Personal Paper	10%	A personal paper about the topic of “What is an Organization?” is due on Week 4.
Midterm	20%	An individual research project should be completed. The details will be announced by the professor.
Participation	10%	Individuals will be asked to participate individually in the APP Xuexitong 学习通 during the semester. The performances should be counted in their participation. Case studies according to various chapter contexts will

		be given to students to help them better understand textbook theories and real-world applications of those theories.
Attendance	10%	Refer to attendance policy listed below
Total	100%	

Detailed Grade Computation

	Before Midterm	After Midterm
Attendance	5%	5%
Participation	5%	5%
Personal Paper	10%	
Mid-Term	20%	
Group Project		30%
Final exam		20%
Total	40%	60%

Assessment of Student Performance

☛ Self-Study and Reading ability Practice

Instructor will give out the chapters or the reference books to read and use class hours to have discussion; students should be able to show a proactive attitude and ability for self-study and reading. Knowledge and oral English will be elements of homework or presentation score.

☛ Homework

Students should finish their homework by themselves. Copying from others will be treated as cheating and the homework scores will be lowered. Students should hand in all assignments on time. Late assignments will be accepted at the discretion of the instructor (i.e., when the student was ill or had an excused absence). Late assignments without reasonable proof will be reduced in score by 50%.

☛ Attendance

Because the course covers a great deal of material, attending every class session is very important for performing well.

- ◆ Being late for 15 minutes or more is considered an absence.
- ◆ Five hours or above of unexcused absences will result in the lower level of the final grade by one grade band (e.g. from C – to D +). Any excused absence must be discussed directly with the teacher.
- ◆ Absence which is more than 1/3 of the total teaching hours will cause an F (a failing grade) directly. but students are welcome to continue attending classes.
- ◆ An incomplete grade (I) will be considered in case of medical or family emergencies.

☛ Participation

- ◆ Students should participate in classes actively. Half of participation grade is determined by their presentation in class. They are encouraged to ask questions relevant to the subject and express their own opinions. Every student should respect the ideas, opinions, and questions of their classmates.
- ◆ Students should also use office hours to ask questions or talk with the instructor for good communication

and effective learning.

- ♦Frequent visiting the instructor and chatting in English during office hours is highly recommended.
- ♦Any misbehavior and non-class related activities in class will result in the lower level of the participation grade, including ringing cell phones.
- ♦All above behaviors will be solely evaluated by the instructor for scoring.

☞ *Textbook*

Students must bring the textbook to class.

Topical Course Outline (original)

Week	Topics	Platform / Classroom Activities	Homework
1	<p>Course Introduction & Fundamentals of OB</p> <ul style="list-style-type: none"> • Chapter 1&2: Defining Organizations & OB, Open-Systems Perspective, Stakeholder Theory. <p>Ideological & Cutting-edge Perspective: Understanding the role of organizational behavior in promoting Chinese Modernization and high-quality economic development. Discussing the practice of Corporate Social Responsibility and the Socialist Core Values.</p>	<p>Lecture + Small Group Brainstorming & Presentation ("What constitutes a 'good organization' in the new era?")</p>	<p>First Paper (personal) instructions will be given</p>
2	<p>Individual Behavior, Personality, and Values</p> <ul style="list-style-type: none"> • Chapter 2: Factors influencing individual behavior, Personality, Self-Concept, Values. <p>Ideological & Cutting-edge Perspective: Exploring how to shape personal values and professional character aligned with national development within contemporary Chinese socio-cultural context. Analyzing the individual behavioral foundations of the Craftsmanship Spirit and Model Worker Spirit.</p>	<p>Lecture + Values Clarification Workshop (Interactive exercise linking personal values to professional roles)</p>	
3	<p>Perception and Attribution in Organizations</p> <ul style="list-style-type: none"> • Chapter 3: Social Identity, Stereotyping, Attribution Process & Biases. <p>Ideological & Cutting-edge Perspective: Exploring how to overcome cognitive biases, and foster an objective, fair, and mutually respectful team atmosphere within multicultural and global contexts, serving the development of an open economy.</p>	<p>Lecture + Case Study & Role-Play (Managing perceptual challenges in a simulated multicultural project team)</p>	
	<p>Chapter 4 Foundations of Employee motivation</p> <ol style="list-style-type: none"> 1. Diagram and discuss the relationship between human drives, needs, and behavior 2. Summarize Maslow's needs hierarchy and 	<p>Lecture + Structured Debate ("Is money the only motivator?") +</p>	

4	<p>discuss Maslow's contribution to the field of motivation</p> <p>3. Summarize characteristics of effective goal setting and feedback</p> <p>Ideological & Cutting-edge Perspective: Moving beyond material incentives, exploring how to build a comprehensive motivation system integrating material and spiritual rewards, and balancing efficiency and fairness under the guidance of common prosperity.</p>	Post-debate synthesis discussion.	
5	<p>Chapter 5 Decision Making and Creativity</p> <p>1. Describe the six stages in the rational choice decision process</p> <p>2. Explain why people have difficulty identifying problems and opportunities</p> <p>3. Describe three ways in which emotions influence the selection of alternatives</p> <p>Ideological & Cutting-edge Perspective: Analyzing the advantages of collective decision-making and democratic centralism in organizations. Exploring how to foster an organizational climate that encourages independent innovation and responsible risk-taking, serving the innovation-driven development strategy.</p>	Lecture + Simulation Exercise (Group decision-making under constraints/scarcity)	<i>First Personal Paper Due</i>
6	<p>Chapter 6 Team Dynamics</p> <p>1. Define teams and discuss their benefits and limitations</p> <p>2. Explain why people are motivated to join informal groups</p> <p>3. Discuss how task characteristics, team size, and team composition influence team effectiveness Describe the three foundations of trust in teams and other interpersonal relationship</p> <p>4. Identify four constraints on team decision making</p> <p>Ideological & Cutting-edge Perspective: Emphasizing the critical role of team collaboration and collectivist spirit in tackling major national projects (e.g., breakthroughs in core technologies). Exploring the practice of Party building leadership in enhancing team cohesion and capability.</p>	Lecture + Team-Building "Escape Room" Simulation (In-class activity focused on communication & problem-solving) + Debrief.	
7	<p>Chap 7 Communicating in Teams and Organizations</p> <p>1. The importance of communication</p> <p>2. Communication barriers</p> <p>3. Effective communication and choosing the best channel</p>	Lecture + "Broken Telephone" Experiment & Analysis + Workshop on crafting	

	<p>Ideological & Cutting-edge Perspective: Exploring how to leverage technology for transparent, efficient, and responsible internal/external communication in the digital age, to build harmonious labor relations and safeguard organizational and national reputation.</p>	clear, responsible messages.	
8	<p>Power and Influence in the Workplace • Chapter 8: Sources of Power, Contingencies, Influence Tactics. Ideological & Cutting-edge Perspective: Cultivating a correct view of power, understanding that power derives from serving the people (organizational members). Critically analyzing the harms of bureaucratism and formalism, exploring servant leadership and the building of a clean and honest work style.</p>	Lecture + Case Analysis & Group Discussion (Contrasting cases of power use: positive vs. negative organizational outcomes)	
9	Midterm Week		Personal Midterm Paper Due
10	<p>Chapter 9 Conflict and Negotiation in the Workplace</p> <ol style="list-style-type: none"> 1. Debate the positive and negative consequences of conflict in the workplace 2. Distinguish constructive conflict from relationship conflict 3. Describe three strategies from minimizing relationship conflict during constructive-conflict episodes 4. Identify six structural sources of conflict in organizations <p>Ideological & Cutting-edge Perspective: Distinguishing constructive from relationship conflict. Learning to use democratic consultation and rule-of-law thinking to resolve internal disputes, transforming conflict into a driver for organizational innovation and improvement.</p>	Lecture + Multi-Round Negotiation Simulation (Integrative vs. distributive bargaining scenarios)	
11	<p>Chapter 10 Leadership in Organizational Settings</p> <ol style="list-style-type: none"> 1. Define leadership and shared leadership 2. Describe the people-oriented and task-oriented leadership styles 3. Outline the path-goal theory of leadership 4. Distinguished transformational leadership from transactional and charismatic leadership 	Final Project Group Discussions and Q&A	

	<p>5. Describe the four elements of transformational Leadership</p> <p>Ideological & Cutting-edge Perspective: Deepening understanding of the people-centered development philosophy in leadership behaviors. Exploring the organizational behavior implications of the 20-character requirement for SOE leaders: "Loyalty to the Party, Innovation, Competence in Enterprise Management, Enterprising Spirit, Integrity."</p>		
12	<p>Chapter 11 Designing Organizational Structures</p> <ol style="list-style-type: none"> Describe three types of coordination in organizational structures. Discuss the advantages and disadvantages of centralization and formalization. Identify and evaluate the six pure types of departmentalization. Describe three variations of divisional structure and explain which one should be adopted in a particular situation. Diagram the matrix structure and discuss its advantages and disadvantages. Compare and contrast network structures with other forms of departmentalization. <p>Ideological & Cutting-edge Perspective: Analyzing governance structures under the modern enterprise system with Chinese characteristics. Exploring how organizational structure adapts to high-quality development, enhances organizational resilience, and serves national industrial and supply chain security.</p>	Lecture + Comparative Case Study in Small Groups (Analyze and present structure differences in SOEs vs. private firms vs. tech startups).	
13	<p>Chapter 12 Organizational Culture (Self Study Chapter)</p> <ol style="list-style-type: none"> Describe the elements of organizational culture. Discuss the importance of organizational subcultures. List four categories of artifacts through which corporate culture is deciphered. Identify three functions of organizational culture. Discuss the conditions under which organizational culture strength improves organizational performance. Compare and contrast four strategies for merging organizational cultures. 	<p>Guest Speaker-A middle to top-level manager of one organization will be invited to give a speech on OB. Details will be noticed.</p>	

	7. Identify the four strategies for changing or strengthening an organization's culture. 8. Explain how realistic job previews assist the socialization process.		
14	Final Review Week		
15	Final Project Presentations		
16	Final Project Presentations		

Note: Some chapters or sections may leave for self-study, this is the students' duty to learn and understand, they may also be included in the quizzes or exams. A review in Chinese may be held during L.C. and O.H. in the semester.

Teacher's Office Hour

- ♦The instructor's office hour is shown in the front of the office door.
- ♦Students are suggested to use the instructor's office hour and learning center to ask questions or talk with the instructor once at least per week for good communication and effective learning, which is recorded in the students' participation.
- ♦The time can be scheduled by instructors or students, or both.

Cheating and Plagiarism

Cheating is not tolerated. Any student caught cheating on a quiz; test or exam will be given a mark of zero (0) for the particular work. At the beginning of the semester the definition of plagiarism will be carefully explained, when any thoughts or writings of another person are used, they must be clearly identified (usually one uses quotation marks) and the source notes. **If any student is caught cheating on any homework assignment, the highest score the student can earn in that course is a "C".**

Important Dates

Midterm Test	Week 9 or 10
Final Exam	Week 18 or 19 (Refer to the notice of the Academic Affairs Office)

Note: This syllabus is tentative and may be changed or modified throughout the semester. All students will be notified and a new syllabus will be given.

Instructor: _____

Department Head: _____

