

# KOCW Content Development Application

<b>Applicant</b>		Faculty	Department	Major
	Name	ALAA NIMER ABUKHALIFEH	Position	Assistant Professor
	Contact		E-mail	
<b>Content</b>	Subject	Organizational Behavior in Hospitality		
	Credit	<b>1 credit</b>		
	Field	Liberal Arts ( ) Social Science ( / ) Engineering ( ) Natural Science ( ) Education ( ) Medicine or Pharmaceutical Study ( ) PE or Art ( )		
	Outline of the Class	<p><b>Course Objectives &amp; Outcomes</b>  At the end of this course students will understand and recognize the following:</p> <ul style="list-style-type: none"> <li>- Using contemporary material and case studies the subject indicates ways in which performance may be improved through better use of human resources. Rigorous academic theory is related to hospitality practice, based on the authors' great knowledge of the hospitality industry. The text takes a vocational basis and the illustration of the theory with real-life examples of hospitality management in action provides a solid and stimulating introduction to the subject.</li> </ul>		
	Weeks	( 14 ) Weeks		
I submit this document for the KOCW Development Project.				
2022 04 . 28 .				
<i>Abukhalifeh</i>				
Applicant : _____				
(Sign)				

# KOCW Content Development Application

## 1. Outline

### 가. Name of a Class

<b>Class Name</b>	Organizational Behavior in Hospitality		
<b>Semester</b>	Second semester of 2022	<b>Division</b>	Major ( / )    Liberal Art (    )

### 나. Goal of a Class

#### (1) Goal of a Class :

*The goal of the class is to provide content that benefits the student.*

To understand People, processes, and technology. These are the three major drivers of business achievement. The best leaders inherently understand that great companies start with great people. This is as true now as it was during the beginning of the industrial revolution, and understanding and staying current on the latest organizational behavior research and best practices paves the way for managerial success. In this updated edition of Organizational Behavior, theory, new research and real-world case studies are combined in an engaging manner to blend together the critical concepts and skills needed to successfully manage others and build a strong organization across all levels of a company. Featuring an in-depth view of the process and practice of managing individuals, teams, and entire organizations, the text provides a solid foundation for students and future managers.

#### (2) Introduction :

The detailed exercises that accompany each of these topics help provide students with hands-on experience that is necessary for success in this industry. Organizational Behavior for the Hospitality Industry can be adapted to meet both the educator's instructional preferences and the participants' backgrounds and needs. This tailored text therefore serves as a valuable resource for four distinct learner groups—undergraduates at the freshman/sophomore or community college level, upper level

undergraduates, graduate students, and practicing hospitality

managers. When using the text in a course designed for first-year and second-year undergraduates, who have little hands-on industry experience, the instructor may elect to focus on the rich array of experiential exercises provided at the end of each chapter. Students may benefit most from chapters that facilitate their self-awareness and enable them to identify personal strengths and set developmental goals that will prepare them for work in today's dynamic hospitality industry. Such topics include managing time and setting personal and professional goals. The skills required in working as a team participant are also valuable to first and second-year students who will likely be called upon to work in groups in both academia and the hospitality industry. The chapters on understanding teams and making decisions in organizations present these materials. Upper level undergraduates will find the theoretical principles in each chapter to have value that continues to last after they have entered the hospitality workforce. These students may soon be moving to positions which require that they not only assess their own behavior but also coach and counsel other service employees. This requires consistent and informed application of the theory provided in each chapter. Discussion of the examples and real hospitality cases provided in the body of the text ensure that underlying principles are understood and that students will become equipped for addressing and resolving the many organizational behavior challenges they are soon to confront in the workplace.

At the graduate level, students are likely to have work experience and will appreciate opportunities to share their ideas with classmates as they focus on chapters that help them accomplish key management tasks. This group will benefit from the principles that will enhance their success in the workplace—managing conflict, motivating and counseling employees, and leading hospitality organizations. These adult learners are likely to have an experiential base that allows them to put course content into a real-world perspective. Their insights, stories, and frustrations gathered from experience can become a valuable component of the learning process. Such background also allows them to recognize how knowledge of the contents of this book will help them better analyze workplace situations and increase their flexibility as they bring organizational behavior theory to bear on management situations. The text also is a valuable resource for those facilitating programs with practicing hospitality managers. Experienced adults may be most engaged by starting each topic with an activity that illustrates a problem to be resolved or a skill to be mastered. Experimenting with a range of behaviors and discussing theory as it applies to these illustrative situations can enhance one's ability to address real-world challenges. Facilitators may need to select a limited

number of topics to cover because of the desirability of deeper discussions and a student-centered approach. A single chapter may serve as the basis of a one-topic seminar, such as communicating in organizations, promoting creativity, or motivating employees, or several chapters may be combined into broader hospitality management themes.

## 2. Weekly Plan

Week	Content(Topic)	Learning Objective	How to Operate		
			Methodology	Material	Reference
1	a strategic approach to organizational behavior	<p>1.1 Define organizational behavior and explain the strategic approach to OB.</p> <p>1.2 Provide a formal definition of organization.</p> <p>1.3 Describe the nature of human capital.</p> <p>1.4 Discuss the conditions under which human capital is a source of competitive advantage for an organization.</p> <p>1.5 Describe positive organizational behavior and explain how it can contribute to associates' productivity.</p> <p>1.6 Explain the five characteristics of high-involvement management and the importance of this approach to management.</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A. ., Miller, C. C. Colella, A. & Triana M. (2017). Organizational behavior. John Wiley & Sons.
2	Organizational Diversity	<p>1.1 Define organizational diversity. Also, (a) distinguish diversity management from affirmative, and (b) distinguish among multicultural, plural, and monolithic organizations.</p> <p>1.2 Understand the forces driving a more diverse workforce and the need for diversity management.</p> <p>1.4 Understand the role of successfully managing</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A. ., Miller, C. C. Colella, A. & Triana M. (2017). Organizational behavior. John Wiley & Sons.

		<p>diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.</p> <p>1.1 Discuss the various roadblocks to effectively managing a diverse workforce.</p> <p>1.2 Describe how organizations and individuals can create and effectively manage diversity.</p>			
3	Organizational Behavior in a Global Context	<p>1.1 Define globalization and discuss the forces that influence this phenomenon.</p> <p>1.2 Discuss three types of international involvement by associates and managers and describe problems that can arise with each.</p> <p>1.3 Explain how international involvement by associates and managers varies across firms.</p> <p>1.4 Describe high-involvement management in the international arena, emphasizing the adaptation of this management approach to different cultures.</p> <p>1.5 Identify and explain the key ethical issues in international business.</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A., Miller, C. C., Colella, A., & Triana, M. (2017). Organizational behavior. John Wiley & Sons.
4	Learning and Perception	<p>1.1 Describe the basic learning principles as described by operant conditioning theory and social cognitive theory, as well as the conditions which facilitate</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A., Miller, C. C., Colella, A., & Triana,

		<p>adult learning.</p> <p>1.1 Understand the basic elements of training and how training can be accomplished through OB Mod, simulations, and learning from failure.</p> <p>1.2 Discuss the three stages of perception. Understand the factors and biases influencing our perceptions of people and tasks.</p> <p>1.3 Describe how we make causal attributions about behavior.</p>			<p>M. (2017). Organizational behavior. John Wiley &amp; Sons.</p>
5	<p>Personality, Intelligence, Attitudes, &amp; Emotions</p>	<p>1.1 Define personality and explain the basic nature of personality traits, the Big Five, and other traits important to organizational behavior.</p> <p>1.2 Define intelligence and describe its role in the workplace.</p> <p>1.3 Define an attitude and describe how attitudes are formed and how they can be changed. Explain the causes and consequences of job satisfaction and organizational commitment?</p> <p>1.4 Discuss the role of emotions in organizational behavior and the concept of emotional intelligence.</p>	<p>LECTURE AND GROUP DISCUSSION</p>	<p>PPT VIDEO</p>	<p>Hitt, M. A., Miller, C. C., Colella, A., &amp; Triana, M. (2017). Organizational behavior. John Wiley &amp; Sons.</p>
6	<p>Work Motivation</p>	<p>1.1 Define work motivation and explain why it is important to organizational success.</p> <p>1.2 Discuss how managers can use Maslow's need hierarchy to motivate associates.</p>	<p>LECTURE AND GROUP DISCUSSION</p>	<p>PPT VIDEO</p>	<p>Hitt, M. A., Miller, C. C., Colella, A., &amp; Triana, M. (2017).</p>

		<p>1.3 Describe how need for achievement, need for affiliation, and need for power relate to work motivation and performance.</p> <p>1.4 Explain how Herzberg's two-factor theory of motivation has influenced current management practice.</p> <p>1.5 Discuss the application of expectancy theory to motivation.</p> <p>1.6 Understand equity theory and procedural justice, and discuss how fairness judgments influence work motivation.</p> <p>1.7 Explain how goal-setting theory can be used to motivate associates.</p> <p>1.8 Based on all major theories of work motivation, describe specific integrative practices that can be used to increase and sustain employee motivation (e.g., redesigning jobs in specific ways).</p>			<p>Organizational behavior. John Wiley &amp; Sons.</p>
7	Stress and Well-Being	<p>1.1 Define stress and distinguish among different types of stress.</p> <p>1.2 Describe why stress occurs according to the demand-control model and the effort-reward imbalance model of stress.</p> <p>1.3 Understand how aspects of organizational policies and work impact on the stress experienced by associates.</p> <p>1.4 Recognize how different people experience stress.</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	<p>Hitt, M. A., Miller, C. C., Colella, A., &amp; Triana, M. (2017). Organizational behavior. John Wiley &amp; Sons.</p>

		<p>1.1 Explain individual and organizational consequences of stress and understand why stress is an important issue in the workplace.</p> <p>1.2 Describe the measures organizations, managers, and individuals can take to help reduce the experience of stress and to promote wellbeing.</p>			
8	Leadership	<p>1.1 Define leadership and distinguish between formal and informal leaders.</p> <p>1.2 Demonstrate mastery of the trait concept of leadership.</p> <p>1.3 Compare and contrast major behavioral theories of leadership.</p> <p>1.4 Explain contingency theories of leadership, emphasizing how they relate leadership effectiveness to situational factors.</p> <p>1.5 Describe transactional and transformational leaders.</p> <p>1.6 Discuss several additional topics of current relevance, including leader-member exchange, servant leadership, gender effects on leadership, and global differences in leadership.</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A., Miller, C. C., Colella, A., & Triana, M. (2017). Organizational behavior. John Wiley & Sons.
9	Communication	<p>1.1 Describe the fundamental communication process.</p> <p>1.2 Define interpersonal communication and discuss the roles of formal versus informal communication,</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A., Miller, C. C., Colella, A., & Triana,



		<p>communication styles, communication media, communication technology, and nonverbal communication.</p> <p>1.1 Discuss important aspects of organizational communication, including networks and the direction of communication flow.</p> <p>1.2 Describe individual and organizational barriers to effective communication.</p> <p>1.3 Understand how individuals and organizations can overcome communication barriers.</p>			<p>M. (2017). Organizational behavior. John Wiley &amp; Sons.</p>
10	Decision Making by Individuals and Groups	<p>1.1 Describe the fundamentals of decision making, including the basic steps and the need to balance ideal and satisfactory decisions.</p> <p>1.2 Discuss important factors related to individual decision making, including decision-making styles, reference points for risk, cognitive biases, and moods and emotions.</p> <p>1.3 Describe important decision-making factors for groups, including common pitfalls and essential group decision making techniques.</p> <p>1.4 Explain the factors managers should consider in determining the level of associate involvement in managerial decisions.</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	<p>Hitt, M. A., Miller, C. C., Colella, A., &amp; Triana, M. (2017). Organizational behavior. John Wiley &amp; Sons.</p>
11	Groups and Teams	<p>1.1 Describe the nature of groups and teams and</p>	LECTURE AND GROUP	PPT VIDEO	<p>Hitt, M. A., Miller,</p>

		<p>distinguish among different types of teams.</p> <p>1.2 Explain the criteria used to evaluate team effectiveness.</p> <p>1.3 Discuss factors that affect team effectiveness, including team composition, structural components of teams, and team processes.</p> <p>1.4 Describe how teams develop over time.</p> <p>1.5 Discuss what organizations can do to encourage and support effective teamwork.</p>	DISCUSSION		<p>C. C., Colella, A., &amp; Triana, M. (2017). Organizational behavior. John Wiley &amp; Sons.</p>
12	Conflict, Negotiation, Power, and Politics	<p>1.2 Explain how conflict can be either functional or dysfunctional and distinguish among various types of conflict.</p> <p>1.2 Discuss common causes of conflict, including causes related to structure, communication, cognition, individual characteristics, and history.</p> <p>1.3 Describe conflict escalation, various outcomes of conflict, and how people respond to conflict and under what circumstances each type of response is best.</p> <p>1.4 Describe the basic negotiation process, as well as effective strategies and tactics for negotiating.</p> <p>1.5 Explain why</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	<p>Hitt, M. A., Miller, C. C., Colella, A., &amp; Triana, M. (2017). Organizational behavior. John Wiley &amp; Sons.</p>

		<p>organizations must have power to function, and discuss how people gain power in organizations.</p> <p>1.6 Define organizational politics and the tactics used to carry out political behavior.</p>			
13	Organizational Structure and Culture	<p>1.1 Define key elements of organizational structure, including both structural and structuring dimensions.</p> <p>1.2 Explain how corporate and business strategies relate to structure.</p> <p>1.3 Explain how environment, technology, and size relate to structure.</p> <p>1.4 Define organizational culture, and discuss the competing values cultural framework.</p> <p>1.5 Discuss socialization.</p> <p>1.6 Describe cultural audits and subcultures.</p> <p>1.7 Explain the importance of a fit between individual values and organizational culture.</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A., Miller, C. C., Colella, A., & Triana, M. (2017). Organizational behavior. John Wiley & Sons.
14	Organizational Change and Development	<p>1.1 Describe three major internal pressures for change.</p> <p>1.2 Identify and explain six major external pressures for change.</p> <p>1.3 Describe the three-phase model of planned change.</p> <p>1.4 Discuss important tactical choices involving the speed and style of a change effort.</p>	LECTURE AND GROUP DISCUSSION	PPT VIDEO	Hitt, M. A., Miller, C. C., Colella, A., & Triana, M. (2017). Organizational behavior.

		<p>1.1 Explain the four general causes of resistance to change and the tactics that can be used to address each cause.</p> <p>1.2 Describe the basic organization development (OD) model and discuss OD interventions, including relationship techniques and structural techniques.</p>			John Wiley & Sons.

✘ You can freely complete the content sections based on the feature of the class.

### 3. How are you going to use your class?

For a credit class ( ), For a non-credit class ( ), For a public view ( / )

### 4. Expected Outcome

*Organizational Behavior for the Hospitality Industry is designed specifically for those interested in launching or advancing their careers in*

*hospitality management. Success in this arena requires not only traditional knowledge of how organizations work but also a strong skill set to effectively address the range of people-related challenges that arise daily in hospitality organizations. Our goal is to provide a*

*complete package: current theory, Power Point presentations for faculty use and exercises intended to make the theory come alive. The exercises are designed to be embodiments of the following celebrated dictum of Confucius: I hear and I forget, I see and I remember, I do and I understand This book is designed for use by colleges and universities with hospitality programs. The text is organized into three sections:*

● *Organizational Behavior Essentials—which covers customer care, communicating in organizations, customer service, understanding the diverse workforce, and the power of teams in hospitality.* ● *The Individual and the Organization—which covers managing time and stress, promoting creativity, and setting goals.* ● *Key Management Tasks—which covers managing conflict,*

*motivating employees, counseling employees, understanding power and politics in organizations, and leading hospitality organizations.*