

MNO1706X: Organisational Behaviour

Semester 1, Academic Year 2026/2027

Instructor	Yoshiharu Mitsui
Tutors	Chen Xiu Rong, Suudharshan
Lecture	Friday, 14:00 to 16:00 LT17
Tutorial T01/T02	Friday, 10:00 to 12:00 BIZ2 0227
Tutorial T03/T04	Friday, 12:00 to 14:00 BIZ2 0227
Canvas	All materials, announcements, and submissions are on Canvas. Check regularly.

Course Description

Organisational Behaviour (OB) is the study of how people think, feel, and act in organisations. Drawing on psychology, sociology, and related fields, it explains why people behave the way they do at work and how that behaviour shapes organisational outcomes.

The course is built around three questions:

Who goes to work, and why? Personality, values, attitudes, motivation.

What is the workplace like? Culture, diversity, communication, and power.

What if you were in charge? Leadership and managing change.

The goal is not just to understand theory but to apply it. By the end of the course, you should be able to explain and analyse how people and organisations behave, and draw on that knowledge in practical situations. The course also considers how AI and technological change are reshaping work, teams, and organisations, and what these developments mean for understanding human behaviour.

Learning Outcomes

By the end of this course, you should:

- Understand the influences on the way people behave in organisations
- Recognise and know the effects of group and organisational processes at work
- Be able to suggest how such knowledge can be applied by organisational leaders and employees
- Understand the impact of technological change for managers and consider how AI-related and technological changes are reshaping work, teams, and organisations, and what these developments mean for understanding human behaviour

How This Course Works

Lectures are an essential part of the course. They are held in LT17 every Friday and introduce the key concepts, frameworks, and examples for each topic. Attendance and preparation are expected.

Tutorials are smaller sessions run by your tutor in BIZ2 0227. Students are split into two groups: odd-week tutorials and even-week tutorials. Each group has five tutorial sessions across the semester. Group project presentations take place in Week 12 or Week 13. Tutorials focus on discussion, case analysis, and group work.

You are expected to:

- Attend and prepare for all lectures and tutorials
- Participate actively in class
- Contribute fairly and consistently to your group project

This course has no final examination. Your grade reflects engagement throughout the semester.

Recommended Textbook

Skulkerewathana, U., Wu, P.C., Chia, A., Lim, G.S., Griffin, R.W. and Phillips, J.M. (2025). Organisational Behavior: An Asian Perspective (2nd ed.). Cengage.

Available as an e-book: <https://www.cengageasiaestore.com/sg/9788000062693.html>

The textbook is recommended, not compulsory. Additional readings will be posted on Canvas. You are also encouraged to use AI tools to deepen your understanding of course material, for example to explore a concept further, check your grasp of a theory, or examine how an idea applies in different contexts. Engage with AI critically: verify what it tells you against your readings and lecture material, and do not take its output at face value. The understanding you develop must be your own.

Course Schedule

The schedule below is indicative and may be adjusted during the semester. Check Canvas for updates.

Week	Topic	Lecture Focus	Odd-Week Tutorial	Even-Week Tutorial
W1 14 Aug	What is OB?	Introduction to Organisational Behaviour. Why people and behaviour matter in organisations. Overview of course themes and structure. Beginning of Individuals: Personality and individual differences.	No tutorial.	No tutorial.
W2 21 Aug	Individuals I	Personality and individual differences. How our traits shape the way we behave and interact at work.	No tutorial.	No tutorial.
W3 28 Aug	Individuals II	Values and attitudes. Job satisfaction and organisational commitment. How individual differences affect workplace behaviour.	Tutorial 1 (Odd) Group formation. Content TBD.	No tutorial.

W4 4 Sep	Groups and Teams I	Group dynamics and team formation. What makes teams effective. Roles, norms, and cohesion.	No tutorial.	<i>Tutorial 1 (Even)</i> Group formation. Content TBD.
W5 11 Sep	Groups and Teams II	Team processes. Conflict, collaboration, and improving team performance.	<i>Tutorial 2 (Odd)</i> Content TBD.	No tutorial.
W6 18 Sep	Special Session	Guest speaker or applied OB topic. Details announced on Canvas in advance.	No tutorial.	<i>Tutorial 2 (Even)</i> Content TBD.
Recess 19-27 Sep		No class.	No tutorial.	No tutorial.
W7 2 Oct	Organisation I (Diversity)	Diversity in organisations. Facets of diversity. Challenges and how organisations can benefit from a diverse workforce.	<i>Tutorial 3 (Odd)</i> Content TBD.	No tutorial.
W8 9 Oct	Organisation II (Culture)	NUS Well-Being Day. No lecture or tutorials.	No tutorial.	No tutorial.
W9 16 Oct	Special Session	Guest speaker or applied OB topic. Details announced on Canvas in advance. Course wrap-up.	<i>Tutorial 4 (Odd)</i> Content TBD. Test preparation. Concept review and open Q&A.	No tutorial.
W10 23 Oct	Test	Open-book test held during the lecture slot. Covers all material from W1 to W9.	No tutorial.	<i>Tutorial 3 (Even)</i> Content TBD. Test preparation. Concept review and open Q&A.
W11 30 Oct	Leadership and AI	What makes an effective leader. Leadership theories and how to lead in organisations. How AI is changing leadership: decision-making, oversight, and what human leadership means when AI takes on more cognitive work.	Self-preparation for presentation.	Self-preparation for presentation.
W12 6 Nov	Consultation and Group Presentations	No formal lecture. Instructor available for consultation.	No tutorial.	<i>Tutorial 4 (Even)</i> Content TBD. Tutorial 5 (Even) + Presentations Group project presentations (Part I). All even-week groups present. Held during lecture slot (14:00-16:00).
W13 13 Nov	Consultation and Group Presentations	No formal lecture. Instructor available for consultation.	<i>Tutorial 5 (Odd) + Presentations</i> Group project presentations (Part II). All odd-week groups present.	No tutorial.

Assessment

All assessment is continuous. There is no final examination.

Component	Weight	Brief Description
Subject Pool Exercise	10%	Actively apply for and participate in research studies. Details emailed after Week 4.
Learning Contributions	20%	Active participation in lectures and tutorials throughout the semester.
Test	30%	Open-book, essay format. Held during the Week 10 lecture. Covers W1 to W9.
Group Project	40%	Written report (20%) and oral presentation (20%). Even-week groups present in Week 12; odd-week groups present in Week 13.

Assessment Details

1. Subject Pool Exercise (10%)

You are encouraged to contribute to the research endeavour of the NUS Business School Department of Management and Organisation by actively applying for and participating in research studies through the subject pool. Credit is awarded for partial or full participation. Further details will be emailed after Week 4.

2. Learning Contributions (20%)

This reflects your active participation in both lectures and tutorials throughout the semester. Lectures are an essential part of the course. Attendance and engagement in lectures, including during guest speaker sessions, contribute to your learning contribution grade.

Active contribution is expected: asking questions, sharing examples, responding to others, and engaging with the material.

Before each tutorial session, a submission is required on Canvas. The specific requirements are being finalised and will be communicated before each session.

3. Test (30%)

An open-book test held during the Week 10 lecture. You may bring your textbook and any printed or handwritten notes. The test covers all topics from Weeks 1 to 9 and consists of essay questions requiring you to demonstrate understanding and apply concepts to given scenarios. Venue and timing details will be confirmed on Canvas.

4. Group Project (40%)

Details to be confirmed. Groups will be formed in the first tutorial session. Further information on the written report and oral presentation, including topic, structure, and format, will be announced on Canvas.

Academic Integrity

Please acknowledge all references and sources that you use in your work. This is not just good manners but also academic honesty. Please note the NUS Business School policy below:

Academic integrity and honesty are essential for the pursuit and acquisition of knowledge. The University and School expect every student to always uphold academic integrity and honesty. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule: You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

A note on AI tools: if you use AI in preparing your work, you must acknowledge it clearly and indicate how it was used. AI may assist your thinking and research process, but the analysis, arguments, and writing must be your own. Submitting AI-generated content as your own work is a form of academic dishonesty.

Additional guidance is available at: <https://studentconduct.nus.edu.sg/wp-content/uploads/NUS-Code-of-Student-Conduct.pdf>

Online module on plagiarism: <https://www.nus.edu.sg/celc/statements-and-e-resources-on-plagiarism/>

Communication

All materials, announcements, readings, and submission links are on Canvas. Check Canvas and your NUS email regularly. You are responsible for all information shared through these channels.

Direct questions to your tutor in the first instance. For matters that cannot be resolved at that level, contact the course instructor.