

# **Lincoln University**

## **BA 320 – Organization Behavior and Administration**

**Course Units: 3 units (45 lecture hours)**

**Semester: Spring 2016**

**Class Meeting Time: Monday & Wednesday, 6:30 to 9:15 PM**

**Dr. Pete Bogue, Associate Professor of Business Administration; E-mail address: [pbogue@lincolnuca.edu](mailto:pbogue@lincolnuca.edu) (checked periodically for messages); Office hours Monday/Wednesday 2:30-3:30 PM by appointment.**

**Catalogue Course Description: An analysis of individual, interpersonal, and group behavior within organizations and the influence of human, cultural, technological, structural, and environmental factors. Examined are practices of management, such as designing jobs and organizational structures, evaluating and rewarding performance, organizational and employee development, and other management processes. These techniques include high performance organizations, management by objectives, total quality management, and the like; it uses varied approaches to leadership, conflict management, change, and adaptation to the environment. (3 units)**

### **Learning Objectives:**

**Upon satisfactory completion of this course, students will be able to:**

- 1. Define organizational behavior and identify the variables associated with its study**
- 2. Explain the relationship between personality traits and individual behavior**
- 3. Describe the factors that influence the formation of individual attitudes and values**
- 4. Discuss the importance of individual moods and emotions in the workplace**
- 5. Summarize the major theories of learning and the techniques of behavior modification**
- 6. Discuss the factors influencing individual decision making in organizations**
- 7. Describe the major theories of motivation and relate them to organizational performance**
- 8. Describe best practices for utilizing groups and work teams in organizations**
- 9. Define diversity and describe the effects of diversity in the workforce**
- 10. Discuss the influence of culture on organizational behavior**
- 11. Describe the factors influencing effective communication in organizations**
- 12. Summarize the major theories of and approaches to leadership**
- 13. Explain the effects of power and political behavior on organizations**
- 14. Describe the nature of conflict and the negotiation process**
- 15. Explain how to manage resistance to change**
- 16. Discuss the factors that influence decisions about organizational structure**

- 17. Describe best practices for creating and sustaining organizational cultures
- 18. Discuss the effects of stress in the workplace and methods of stress management.

**Instructional Materials and References:** Robbins, Stephen P., and Timothy A. Judge, "Organizational Behavior," 16<sup>th</sup> Ed. (Upper Saddle River, New Jersey: Prentice Hall, 2015). ISBN-13: 9780133507645.

**Instructional Methods:** Lectures supported by PowerPoint slides with supervised exercises and business case studies. The emphasis will be on learning by doing. Every student must participate in intensive classroom activities, must complete homework and course assignments, and must take exams.

**Topical Outline:** The course provides balanced coverage of all key concepts of Organizational Behavior. This includes not only traditional topics such as personality, motivation, and leadership, but also cutting-edge issues such as emotions, trust, work-life balance, workplace spirituality, knowledge management, and e-organizations. The topics of globalization and cross-cultural differences, diversity, and ethics are woven into the course.

**Course Requirements:** Students will be responsible for completing the textbook chapter readings prior to the lectures, homework and classroom activities, case studies, mid-term and final exams.

**Assessment Criteria and Methods of Evaluating Students:**

The basis for the determination of the final grade for the course will be the total weighted score for all activities according to the percentages shown in the table:

<b>Homework and Classroom Activities:</b>	<b>20%</b>
<b>Case Studies:</b>	<b>15%</b>
<b>Mid-Term Exam:</b>	<b>30%</b>
<b>Final Exam:</b>	<b>30%</b>
<b>Attendance</b>	<b>05%</b>
	<b>100%</b>

**Grading Scale (Point/Grade Conversion):**

<b>100-95 A</b>	<b>76-74 C</b>
<b>94-90 A-</b>	<b>73-70 C-</b>
<b>89-87 B+</b>	<b>69-65 D+</b>
<b>86-84 B</b>	<b>64-60 D</b>
<b>83-80 B-</b>	<b>59 or &lt;F</b>
<b>79-77 C+</b>	

**Attendance:** Regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the

**entire scheduled period. Excessive absences or tardiness may result in loss of credit, lowering of grade, or dismissal from the class. Students are responsible for making up class work missed.**

**Examinations: The mid-term and final exams will consist of short answer and/or essay questions evaluating the student's understanding of the basic concepts, terms, processes, and issues covered in the course.**

**Electronic Devices: Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. Smart phone and laptop screens may not be viewed in class while lectures are in progress unless otherwise instructed.**

**Integrity and Quality of Scholarship: Integrity of scholarship must be maintained at all times. Plagiarism (copying directly from an author's work) is not permitted. All written work is to be word-processed unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.**

**Modification of the Syllabus: The instructor reserves the right to modify this syllabus at any time during the course. An announcement of any changes will be made in class.**

**Spring Semester 2016, 03/21/16 to 05/09/16; Monday & Wednesday, 6:30 to 9:15 PM**

**Homework and Classroom Activities:**

**NOTE: Students will prepare answers to the "Questions for Review" in advance of lectures, word process the answers, bringing them to every class, prepared to respond if called upon by the instructor to summarize the answers to these discussion questions. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer or absence). Students will submit the answers to the review questions to the instructor for chapters 1, 3, 4, 5, 7, 8 at the mid-term exam and for chapters 9, 12, 13, 14, 15, 16 at the final exam.**

**NOTE: Students will analyze and solve the "Case Incidents" under the guidance of the instructor, apply relevant concepts and practical applications found in the respective chapters, word process the selected answers to the questions following the cases and submit them to the instructor at the final exam.**

**NOTE: Students will be given the opportunity to make presentations before the class of their responses to the Questions for Review and Case Incidents throughout the course. Students must be prepared to deliver creditable responses. Student's presentation skills will be assessed and evaluated for their professional demeanor. Please be prepared to participate. What you put into the course will determine what you get out of it and what others get out of it.**

**NOTE: Self-Assessment Library: Insights Into Your Skills, Interests, and Abilities.** Self-assessment questionnaire handouts will be completed in class in conjunction with the textbook readings. Students will record their self-assessment scores and an analysis/interpretation of them on the questionnaires to be submitted to the instructor in class upon completion of the exercise.

**NOTE: Graduate (MBA) students will analyze and solve the comprehensive case: “Boundaryless Organizations,” in the text Appendix of Comprehensive Cases on pages 582-584. Students will summarize the case scenario, answer the questions CC-24 through CC-29, and submit them to the instructor at the final exam.**

### **COURSE SCHEDULE**

**M 03/21/16 Lecture: Chapter 1, What Is Organizational Behavior?**

**Questions for Review 1-1, 1-3, 1-4, 1-5, 1-6, 1-7**

**Presentations of Questions for Review**

**Case Incident 1, “Apple Goes Global” Questions 1-21, 1-22, 1-23**

**Introduction: Comprehensive case assignment for graduate (MBA) students: “Boundaryless Organizations,” Appendix/Comprehensive Cases, Questions CC-24, CC-25, CC-26, CC-27, CC-28, CC-29.**

**W 03/23/16 Lecture: Chapter 3, Attitudes and Job Satisfaction**

**Questions for Review 3-1, 3-2, 3-3, 3-4, 3-5, 3-6**

**Presentations of Questions for Review**

**Case Incident 1, “The Pursuit of Happiness: Flexibility” Questions 3-15, 3-16, 3-17**

**M 03/28/16 Lecture: Chapter 4, Emotions and Moods**

**Questions for Review 4-1, 4-2, 4-3, 4-4, 4-5, 4-6,**

**Presentations of Questions for Review**

**Self-Assessment Library**

**W 03/30/16 Lecture: Chapter 5, Personality and Values**

**Questions for Review 5-1, 5-3, 5-4, 5-5, 5-6, 5-7**

**Presentations of Questions for Review**

**Case Incident 1, “On the Costs of Being Nice” Questions 5-15, 5-17, 5-18**

**M 04/04/18 Lecture: Chapter 7, Motivation Concepts**

**Questions for Review 7-1, 7-2, 7-3, 7-4, 7-5, 7-7**

**Presentations of Questions for Review**

**Self-Assessment Library**

**W 04/06/16 Lecture: Chapter 8, Motivation: From Concepts to Applications**

**Questions for Review 8-1, 8-2, 8-3, 8-4, 8-5, 8-6, 8-7**

**Presentations of Questions for Review**

**Self-Assessment Library**

**M 04/11/16 Mid-Term Exam (Chapters 1, 3, 4, 5, 7, 8); Review questions due**

**W 04/13/16 Lecture: Chapter 9, Foundations of Group Behavior**  
**Questions for Review 9-1, 9-2, 9-3, 9-4, 9-5, 9-6, 9-7, 9-8**  
**Presentations of Questions for Review**  
**Self-Assessment Library**

**M 04/18/16 Lecture: Chapter 12, Leadership**  
**Questions for Review 12-1, 12-2, 12-3, 12-4, 12-5, 12-6, 12-7**  
**Presentations of Questions for Review**  
**Self-Assessment Library**

**W 04/20/16 Lecture: Chapter 13, Power and Politics**  
**Questions for Review 13-1, 13-2, 13-3, 13-4, 13-5, 13-6**  
**Presentations of Questions for Review**  
**Case Incident 1, “Delegate Power, or Keep It Close?” Questions 13-16, 13-17, 13-18**

**M 04/25/16 Lecture: Chapter 14, Conflict and Negotiation**  
**Questions for Review 14-1, 14-2, 14-3, 14-4**  
**Presentations of Questions for Review**  
**Self-Assessment Library**

**W 04/27/16 Lecture: Chapter 15, Foundations of Organization Structure**  
**Questions for Review 15-1, 15-2, 15-3, 15-4, 15-5, 15-6**  
**Presentations of Questions for Review**  
**Case Incident 1, “Creative Deviance: Bucking the Hierarchy?”**  
**Questions 15-11, 15-12, 15-13, 15-14**

**M 05/02/16 Lecture: Chapter 16, Organizational Culture**  
**Questions for Review 16-1, 16-2, 16-3, 16-4, 16-5, 16-6**  
**Presentations of Questions for Review**  
**Case Incident 2, “Did Toyota’s Culture Cause Its Problems?” Questions 16-29, 16-30, 16-31**

**W 05/04/16 Course Review**

**M 05/09/16 Final Exam (Chapters 9, 12, 13, 14, 15, 16) ALL ASSIGNMENTS DUE**  
**Date Syllabus Was Last Reviewed: January 4, 2016**