

## **BA 275 Industrial and Organizational Behavior**

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

**Semester: Summer 2017**

**Class Meeting Time: Monday & Wednesday, 3:30 to 6:15 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 11:30 AM-12:30 PM by appointment.**

**Catalogue Course Description: The course examines organizational behavior in industry and within organizations as well as its impact on groups and individuals. Topics include: group dynamics, training, leadership, motivation, performance appraisal and job satisfaction. The course content should enhance the understanding of both employee well-being and organizational effectiveness. Research findings will assist in structuring organization policies and practices. (3-units) Prerequisite: PSYCH 10; [BA Management Concentration]**

### **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. Discuss the influence of culture on organizational behavior**
- 10. Describe the factors influencing effective communication in organizations**
- 11. Summarize the major theories of and approaches to leadership**
- 12. Explain the effects of power and political behavior on organizations**
- 13. Describe the nature of conflict and the negotiation process**
- 14. Explain how to manage resistance to change**
- 15. Discuss the factors that influence decisions about organizational structure**
- 16. Describe best practices for creating and sustaining organizational cultures**

**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, course assignments, and 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, and final exams. The expected amount of time a student will need to spend outside of class to complete his/her individual and/or group out-of-class homework assignments is six (6) hours per week for a 3-unit class.

**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>Questions for Review:</b>	<b>10%</b>
<b>Case Incidents:</b>	<b>10%</b>
<b>Case Incident Power Point Presentation:</b>	<b>15%</b>
<b>Self-Assessment Library:</b>	<b>10%</b>
<b>Internet Search Assignment:</b>	<b>15%</b>
<b>Comprehensive Final Exam:</b>	<b>35%</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 final exam 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.

**Plagiarism Detection:** Lincoln University subscribes to Turnitin plagiarism prevention service. Student work will be used for plagiarism detection and for no other purpose. Originality reports will not be available for viewing.

**Modification of the Syllabus:** This syllabus and schedule are subject to change in the event of extenuating circumstances. An announcement of any changes will be made in class.

**Summer Session 2017, 07/12/17 to 07/28/17; Monday & Wednesday, 3:30 to 6:15 PM**

**Homework and Classroom Activities:**

**NOTE:** Student teams will answer their assigned "Questions for Review" in advance of lectures, word process the answers, bringing them to class, prepared to respond if called upon by the instructor to summarize the answers to these review questions. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer or absence). Student teams will submit the review question answers to CANVAS by the end of the course.

**NOTE:** Student teams will analyze and solve the assigned "Case Incidents" under the guidance of the instructor, apply relevant concepts and practical applications found in the respective chapters, word process the answers to the questions following the cases, and submit them to CANVAS by the end of the course.

**NOTE:** Student teams will be given the opportunity to make Power Point presentations before the class of solutions to their selection of assigned "Case Incidents" and their responses to the questions following the cases. Students must be prepared to deliver creditable responses adding value based upon the material in the relevant chapter. Students' 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 and others get out of it. Student teams will submit the Power Points to CANVAS by the end of the course.

**NOTE: Self-Assessment Library: Insights Into Your Skills, Interests, and Abilities.** Individual 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 CANVAS upon completion of the exercise or by the end of the course.

**NOTE: Undergraduate students will conduct an Internet Search Assignment about the “Human Relations Movement” that took place in the past 20th century that forever modified the way most organizations in the Western World treated employees. Students will word process an essay about the results of their Internet Search Assignment, the format of the essay paper must adhere to the APA Publication Manual, available in the L.U. library and on the Lincoln University Website, be documented by proper annotation and referencing and include a bibliography. The 12 point font size should be utilized. Students will include at the beginning of their essay paper the statement, “I have done my own work and have neither given nor received unauthorized assistance on this work.” Students will submit their essay to CANVAS by the end of the course.**

#### **COURSE SCHEDULE**

**M 06/12/17, Lecture: Chapter 1, What Is Organizational Behavior?**

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

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

**Self-Assessment Library**

**W 06/14/17, Lecture: Chapter 3, Attitudes and Job Satisfaction**

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

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

**Self-Assessment Library**

**M 06/19/17, Lecture: Chapter 4, Emotions and Moods**

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

**Case Incident 1, “Is It Okay to Cry at Work?” Questions 4-17, 4-18, 4-20**

**Self-Assessment Library**

**W 06/21/17, Lecture: Chapter 5, Personality and Values**

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

**Case Incident 1, “On the Costs of Being Nice” Questions 5-16, 5-17, 5-18**

**Self-Assessment Library**

**M 06/26/17, Lecture: Chapter 7, Motivation Concepts**

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

**Case Incident 2, “Sleeping on the Job,” Questions 7-18, 7-19, 7-20, 7-21**

**Self-Assessment Library**

**W 06/28/17, 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**  
**Case Incident 1, “Motivation for Leisure,” Questions 8-14, 8-15, 8-16**  
**Self-Assessment Library**

**M 07/03/17, 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**  
**Case Incident 1, “Calamities of Consensus,” Questions 9-30, 9-31, 9-32**  
**Self-Assessment Library**

**W 07/05/17, Lecture: Chapter 12, Leadership**  
**Questions for Review 12-1, 12-2, 12-3, 12-4, 12-5, 12-6, 12-7**  
**Case Incident 1, “Leadership Mettle Forged in Battle,” Questions 12-14, 12-15, 12-16**  
**Self-Assessment Library**

**M 07/10/17, Lecture: Chapter 13, Power and Politics**  
**Questions for Review 13-1, 13-2, 13-3, 13-4, 13-5, 13-6**  
**Case Incident 1, “Delegate Power, or Keep It Close?” Questions 13-16, 13-17, 13-18**  
**Self-Assessment Library**

**W 07/12/17, Lecture: Chapter 14, Conflict and Negotiation**  
**Questions for Review 14-1, 14-2, 14-3, 14-4**  
**Case Incident 1, “Choosing Your Battles,” Questions 14-11, 14-12, 14-13**  
**Self-Assessment Library**

**M 07/17/17, Lecture: Chapter 15, Foundations of Organization Structure**  
**Questions for Review 15-1, 15-2, 15-3, 15-4, 15-5, 15-6**  
**Case Incident 2, “Boeing Dreamliner: Engineering Nightmare or Organizational Disaster?” Questions 15-15, 15-16, 15-17, 15-18**  
**Self-Assessment Library**

**W 07/19/17, Lecture: Chapter 16, Organizational Culture**  
**Questions for Review 16-1, 16-2, 16-3, 16-4, 16-5, 16-6**  
**Case Incident 2, “Did Toyota’s Culture Cause Its Problems?” Questions 16-29, 16-30, 16-31**  
**Self-Assessment Library**

**M 07/24/17, Case Incident Presentations**

**W 07/26/17, Case Incident Presentations**

**F 07/28/17 Final Comprehensive Exam Results Due on CANVAS (Chapters 1, 3, 4, 5, 7, 8, 9, 12, 13, 14, 15, 16); ALL ASSIGNMENTS DUE ON CANVAS.**

**Date Syllabus Was Last Reviewed: May 31, 2017**