Lincoln University

BA 320 – Organizational Behavior and Administration

COURSE SYLLABUS

Spring, 2019

Instructor:	Dr. Pete Bogue
Lecture Schedule:	Monday, 12:30-3:15 PM
Credits:	3 units / 45 lecture hours
Level:	Mastery 1 (M1)
Office Hours:	Wednesday, 11:30 AM -12:30 PM by appointment.
	e-mail: pbogue@lincolnuca.edu
Textbooks:	Robbins, Stephen P., and Timothy A. Judge, "Organizational Behavior," 16th Ed. (Upper Saddle River, New Jersey: Prentice Hall, 2015). ISBN-13: 9780133507645.
Last Revision:	January 1, 2019

CATALOG 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)

EDUCATIONAL OBJECTIVES

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. Explain the factors that influence decisions about organizational structure.
16. Describe best practices for creating and sustaining organizational cultures.

COURSE LEARNING OUTCOMES[1]

	Course LO	Program LO	Institutional LO	Assessment Activities
1	State, explain, and apply the theories of human behavior in organizations to include the three levels of organizational behavior, individual, group, and organizational, including attitudes and job satisfaction, emotions and moods, personality and values, motivation concepts, applications of motivation concepts, group behavior, leadership, power and politics, conflict and negotiation, organizational structure, organizational culture.	PLO 1	ILO 1b, ILO 2b	Assigned textbook chapters: Discussion questions; Application cases questions & answers; Application case Power Point presentation; Self-Assessment library; Comprehensive final exam; Attendance.
2	Synthesize and build on organizational behavior concepts to analyze the internal and external variables that affect the performance of an organization.	PLO 3	ILO 2b, ILO 7b	Discussion questions; Application cases questions & answers; Application case Power Point presentation; Self-Assessment library; Research project documenting sources; Comprehensive final exam.

[1] Detailed description of learning outcomes and information about the assessment procedure are available at the Center for Teaching and Learning website (ctl.lincolnuca.edu).

3	Apply OB knowledge and demonstrate the ability to diagnose and solve organizational behavior issues and problems.	PLO 5	ILO 4b, ILO 5b	Discussion questions; Application cases questions & answers; Application case Power Point presentation; Self-Assessment library; Research project documenting sources; Comprehensive final exam.
4	Apply ethical frameworks to resolve ethical dilemmas	PLO 6	ILO 3b	Discussion questions; Application cases questions & answers; Application case Power Point presentation; Research project documenting sources; Comprehensive final exam.

INSTRUCTIONAL METHODS

This is a direct classroom instruction course.
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.
        Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the Center for Teaching and Learning website (ctl.lincolnuca.edu).

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 examinations. 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:

Questions for Review/Answers	10%
Case Incidents Questions/Answers:	10%
Case Incident Power Point Presentation:	10%
Self-Assessment Library:	10%
Research Project Documenting Sources:	25%
Final Comprehensive Exam	30%
Attendance	5%
Total	100%

Grading Scale (Point/Grade Conversion)

Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	F
Points	95-100	90-94	87-89	84-86	80-83	77-79	74-76	70-73	65-69	60-64	0-59

ATTENDANCE

Regular attendance at classes is essential. Attendance is factored into the final grade for the course. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Students who are late must wait until the break to enter class. Students may not come and go during class except for the break. 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 phones must be turned off while in the classroom or placed in a vibrating mode. Smart phone and laptop screens may not be viewed in class while lectures are in progress.

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.

HOMEWORK AND CLASSROOM ACTIVITIES

Team Assignment: 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 the instructor (or CANVAS) by the end of the course.

Team Assignment: 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 the instructor (or CANVAS) by the end of the course.

Team Assignment: 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 the instructor (or CANVAS) by the end of the course.

Individual Assignment: 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 the instructor (or CANVAS) upon completion of the exercise.

Individual Assignment - Individual Research Project: MBA/DBA students are required to submit a research paper based upon the subject matter of selected chapter(s) from the textbook reviewing the current research about the chosen subject, summarizing the results, and offering conclusions. Needless to say, the research paper should be carefully and thoughtfully well written. The format of the research 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 must include a bibliography. The 12 point font size should be utilized. Students will include at the beginning of their research paper the statement, "I have done my own work and have neither given nor received unauthorized assistance on this work." Students will submit their research projects to the instructor (or CANVAS) by the end of the course.

COURSE SCHEDULE

M 01/14/19, 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

M 01/21/19, Martin Luther King, Jr., Birthday (Holiday)

M 01/28/19, 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 02/04/19, 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

M 02/11/19, 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 02/18/19, President's Day (Holiday)

M 02/25/19, 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

M 03/04/19, 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 03/11/19, 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

TUE to SAT 03/12/19-03/16/19 Spring Recess (No Classes)

M 03/18/19, 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 03/25/19, 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

M 04/01/19, 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
Case Incident Presentations

M 04/08/19, 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
Case Incident Presentations

M 04/15/19, 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
Case Incident Presentations

M 04/22/19, Case Incident Presentations

M 04/29/19, Final Comprehensive Exam (Chapters 1, 3, 4, 5, 7, 8, 9, 12, 13, 14, 15,
16) DUE to INSTRUCTOR (or ON CANVAS); ALL ASSIGNMENTS DUE to
INSTRUCTOR (or ON CANVAS).