



# Lincoln University

## BA 175 – Industrial and Organizational Behavior

### COURSE SYLLABUS

Fall 2021

- Instructor:** Dr. Pete Bogue  
**Lecture Schedule:** Tuesday, 3:30 – 6:15 PM  
**Credits:** 3 units / 45 lecture hours  
**Level:** Developed (D)  
**Office Hours:** Tuesday, 11:30 AM - 12:30 PM by appointment.  
**e-mail:** [pbogue@lincolnuca.edu](mailto:pbogue@lincolnuca.edu)  
**Textbooks:** 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.

Robbins, Stephen P., “Self-Assessment Library – Version 3.4, Insights into Your Skills, Interests, and Abilities,” 1<sup>st</sup> Ed. (Upper Saddle River, New Jersey: Prentice Hall, 2008). ISBN-13: 918-0136083757.

**Last Revision:** August 18, 2021

### CATALOG 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 10*

### COURSE LEARNING OUTCOMES<sup>1</sup>

	Course LO	Program LO	Institutional LO	Assessment Activities
1-5	*Define organizational behavior and identify the variables associated with its study.	PLO 1	ILO 1a, ILO 2a, ILO 3a	Assigned textbook chapters: Discussion questions;

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

	<p>* State and explain the theories of human behavior in organizations on the individual, group, and organizational levels.</p> <p>*Demonstrate how individual differences and motivations influence behavior in the workplace.</p> <p>*Describe key influences on group and team behaviors in organizations.</p> <p>*Recognize effective leadership behaviors utilized in organizations.</p>			<p>Case applications; Self-Assessment Library; Internet search assignment; Comprehensive final exam; Attendance.</p>
6	<p>*Demonstrate critical thinking by identification, recognition, or application of key terms, items, concepts, or relevant data.</p>	<p>PLO 2</p>	<p>ILO 1a, ILO 6a</p>	<p>Discussion questions; Case applications; Case application Power Point Slide Assignment; Internet search assignment.</p>
7	<p>*Analyze the key issues for decision-making related to administering the organizational behavior elements such as 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.</p>	<p>PLO 4</p>	<p>ILO 1a, ILO 2a, ILO 5a</p>	<p>Discussion questions; Case applications; Case application Power Point Slide Assignment; Self-Assessment Library; Internet search assignment.</p>

**Assessment Activities of Learning Outcomes: Discussion Questions/Answers, Application Cases Questions/Answers/Power Point Slides, Self-Assessment Library, Internet Research Assignment Documenting Sources, Final Examination**

**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 class preparation, 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](http://ctl.lincolnuca.edu) 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 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:*

Questions for Review/Answers	15%
Case Incident Questions/Answers:	10%
Case Incident Power Point Slides :	15%
Self-Assessment Library:	10%
Research Project Documenting Sources:	15%
Final Comprehensive Exam	30%
Attendance	05%
Total	100%

### GRADING SCALE (POINT/GRADE CONVERSION)

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

### 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 may not come and go during class except for the break. Excessive absences 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 attending the class or placed in a vibrating mode. Smart phone and/or laptop screens may be used to view course Power Points 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 COURSE ACTIVITIES:**

**NOTE: Students will read all of the required chapters for the final comprehensive examination, Chapters 1, 3, 4, 5, 7, 8, 9, 12, 13, 14, 15, 16, paying close attention to the Chapter Section Summaries and Key Terms at the end of each chapter. Most of the final exam short answer and/or essay questions will be answered in part by the definitions of the Key Terms that can be found in the margins of the chapters or Glossary in the back of the textbook.**

**NOTE: Students will answer 'All Twelve (12) Assigned Chapters' "Discussion Questions Numbered in the Syllabus," after carefully reading the relevant chapters, and word processing the assigned questions/answers. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer). Students will submit the discussion question/answers to the instructor (or CANVAS) by the end of the course.**

**NOTE: Students will analyze and solve one assigned "Application Case" of their choice from the chapters in the syllabus, apply relevant concepts and practical applications found in the respective chapter, prepare Power Points of approximately eight (8) to ten (10) well-designed slides summarizing the case scenario and the answers to the "numbered questions following the case in the syllabus," and submit them to the instructor (or CANVAS) by the end of the course.**

**NOTE: Self-Assessment Library: Insights Into Your Skills, Interests, and Abilities.** Assigned Self-assessment Questionnaire score summary sheets will be completed in conjunction with the textbook readings. Students will record their self-assessment scores and an analysis/interpretation of them on the summary sheets to be submitted to the instructor (or CANVAS) by the end of the course.

**NOTE: Individual Research Project:** 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 or larger 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 the instructor (or CANVAS) by the end of the course.

## **COURSE SCHEDULE**

**T 08/24/21 Introduction to Organizational Behavior Course (Syllabus)**

**T 08/31/21 Lecture: Human Resource/Organization Frame of Reference**

**T 09/07/21, 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 I.B.1: What Do I Value?

**T 09/14/21, 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 I.B.3: How Satisfied Am I With My Job?

**T 09/21/21, 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 I. E.1: What’s My Emotional Intelligence Score?

**T 09/28/21, 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 I.A.1: What’s My Basic Personality?

**T 10/05/21, 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 I.C.1: What Motivates Me?**

**T 10/12/21, 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 I.C.3: What Rewards Do I Value Most?**

**T 10/19/21, 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 IV.E.1: What’s My Attitude toward Working in Groups?**

**T 10/26/21, 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 I.C.4: What’s My View on the Nature of People?**

**T 11/02/21, 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 II.C.2: What’s My Preferred Type of Power?**

**T 11/09/21, 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 II.C.5: What’s My Preferred Conflict-Handling Style?**

**T 11/16/21, 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 III.A.1: What Type of Organization Structure Do I Prefer?**

**T 11/23/21 to SAT 11/27/21 Fall Recess – Thanksgiving Holiday/No Classes**

**T 11/30//21, 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 III.B.1: What’s the Right Organizational Culture for  
Me?**

**T 12/07/21, Comprehensive Final 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) BY THE END OF THE  
COURSE.**

**ATTACHMENT: SELF-ASSESSMENT ASSIGNMENTS SUMMARY SHEET DUE TO INSTRUCTOR (or ON CANVAS) BY THE END OF THE COURSE**

Name: \_\_\_\_\_

BA 320/175 Organizational Behavior and Administration-Self Assessment Assignments  
Students will answer the following questions for each assigned Self-Assessment instrument and submit to the instructor at the end of the course.

Chapter 1, Introduction to Organizational Behavior

I.B.1: What Do I Value?

What are your three top Terminal Values?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

What are your three top Instrumental Values?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

Chapter 3, Attitudes and Job Satisfaction

I.B.3: How Satisfied Am I With My Job?

What is your overall score between 20 and 100? \_\_\_\_\_

Did you score (circle) low (74 or less) or average (75) or high (76 or higher) in job satisfaction?

Chapter 4, Emotions and Moods

I.E.1: What's My Emotional Intelligence Score?

What is your overall EI score between 10 and 50? \_\_\_\_\_

Did you score (circle) low (20 or less) or average (21-39) or high (40 or higher) in EI?

Chapter 5, Personality and Values

I.A.1: What's My Basic Personality?

What is your extraversion score? \_\_\_\_\_

Did you score (circle) low (3-6), moderate (7-11), or high (12-15)?

What is your agreeableness score? \_\_\_\_\_

Did you score (circle) low (3-6), moderate (7-11), or high (12-15)?

What is your conscientiousness score? \_\_\_\_\_

Did you score (circle) low (3-6), moderate (7-11), or high (12-15)?

What is your emotional stability score? \_\_\_\_\_

Did you score (circle) low (3-6), moderate (7-11), or high (12-15)?

What is your openness to experience score? \_\_\_\_\_

Did you score (circle) low (3-6), moderate (7-11), or high (12-15)?



## Chapter 7, Motivation Concepts

## I.C.1: What Motivates Me?

What is your Growth needs score? \_\_\_\_\_

Are your growth needs (circle) substantially satisfied (10 or below) or partially satisfied (11-14) or substantially unsatisfied (15 or above)?

What is your Relatedness needs score? \_\_\_\_\_

Are your relatedness needs (circle) substantially satisfied (10 or below) or partially satisfied (11-14) or substantially unsatisfied (15 or above)?

What is your Existence needs score? \_\_\_\_\_

Are your existence needs (circle) substantially satisfied (10 or below) or partially satisfied (11-14) or substantially unsatisfied (15 or above)?

## Chapter 8, Motivation: From Concepts to Applications

## I.C.3: What Rewards Do I Value Most?

Which work-related rewards have the greatest value (5 or 4) for you (circle)?

Good pay/ Prestigious title/ Vacation time/ Job security/ Recognition/ Interesting work/

Pleasant (working) conditions/ Chances to advance/ Flexible schedule/ Friendly coworkers

## Chapter 9, Foundations of Group Behavior

## IV.E.1: What's My Attitude toward Working in Groups?

What is your overall Attitude toward working in groups score (9 to 45)? \_\_\_\_\_

Did you score (circle) low (17 or below) or no particular strong feelings either way (between 18 and 35) or high (36 or above)?

## Chapter 12, Leadership

## I.C.4: What's My View on the Nature of People?

What is your total score (between 8 and 40)? \_\_\_\_\_

Did you score (circle) 32 or more (tendency to accept Theory X assumptions-autocratic management style) or 15 or less (tendency to accept Theory Y assumptions-supportive management style) or between 16 and 31 (flexibility in your perception of others)?

## II.B.1: What's My Leadership Style?

What is your score for concern for task? \_\_\_\_\_

Did you score (circle) high (above 10) or average (10) or low (below 10)?

What is your score for concern for people? \_\_\_\_\_

Did you score (circle) high (above 7) or average (7) or low (below 7)?

## Chapter 13, Power and Politics

## II.C.2: What's My Preferred Type of Power?

What is your Reward power score? \_\_\_\_\_

Did you score (circle) high (4 or greater) or moderate (3) or low (2 or less)?

What is your Coercive power score? \_\_\_\_\_

Did you score (circle) high (4 or greater) or moderate (3) or low (2 or less)?

What is your Legitimate power score? \_\_\_\_\_

Did you score (circle) high (4 or greater) or moderate (3) or low (2 or less)?

What is your Expert power score? \_\_\_\_\_

Did you score (circle) high (4 or greater) or moderate (3) or low (2 or less)?

What is your Referent power score? \_\_\_\_\_

Did you score (circle) high (4 or greater) or moderate (3) or low (2 or less)?

## Chapter 14, Conflict and Negotiation

## II.C.5: What's My Preferred Conflict-Handling Style?

What is your Competing conflict handling score (4-20)? \_\_\_\_\_

What is your Collaborating conflict handling score (4-20)? \_\_\_\_\_

What is your Avoiding conflict handling score (4-20)? \_\_\_\_\_

What is your Accommodating conflict handling style (4-20)? \_\_\_\_\_

What is your Compromising conflict handling style (4-20)? \_\_\_\_\_

Circle your preferred conflict handling style with the highest score and your secondary conflict handling style with the next highest score.

## Chapter 15, Foundations of Organization Structure

## III.A.1: What Type of Organization Structure Do I Prefer?

What is your total score (15-75)? \_\_\_\_\_

Did you score (circle) above 60 (preference for mechanistic structures) or between 45-60 (no clear preference) or below 45 (preference for organic structures)?

## Chapter 16, Organizational Culture

## III.B.1: What's the Right Organizational Culture for Me?

What is your total score (7-35)? \_\_\_\_\_

Did you score (circle) 21 or lower (preference for structured cultures) or 22 or higher (preference for humanistic cultures)?