

LINCOLN UNIVERSITY

Course Title: Industrial and Organizational Behavior

Course Number: BA 275

Units: 3 Semester Units

Class Hours: 45 Semester Hours

Semester: Summer 2009

Instructor: Dr. Merwyn A. "Pete" Bogue, Jr., Associate Professor of Business Administration

Contact: University telephone: (510) 628-8010 (Leave messages for professor's mailbox); Home telephone: (707) 746-5517 (Urgent calls only); Mailing address: P.O. Box 1371 Benicia, CA 94510; E-mail addresses: [petebogue@yahoo.com/](mailto:petebogue@yahoo.com) (checked every 24-48 hours for messages); [pbogue@lincolnuca.edu/](mailto:pbogue@lincolnuca.edu) (checked periodically for assignments)

Office Hours: By appointment

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.

Prerequisites: None

Co-requisites: None

Methodology:

Instructional Materials and References: Robbins, Stephen P., and Timothy A. Judge, "Essentials of Organizational Behavior," 9th ed. (Upper Saddle River, New Jersey: Pearson Prentice Hall, 2008). ISBN-13: 978-0-13-243152-1

Companion Website: www.prenhall/robbins/ contains valuable resources for students, including an online study guide with multiple-choice, true/false, and short answer questions.

VangoNotes.com/: Study on the go with VangoNotes-chapter reviews from your text in downloadable mp3 format. Now wherever you are-whatever you're doing-you can study by listening to chapter reviews. VangoNotes are flexible. You can download all the material directly to your player, or only the chapters you need. And they're efficient. Use them in your car, riding the bus or train, at the gym, walking to class, wherever. So get yours today. And get studying!

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 context of relevant issues.

Instructional Methods: Lectures supported by PowerPoint slides, discussion groups, class handouts, and accompanying exercises, video cases viewed and evaluated in class, Internet based exercises and/or quizzes, written case studies, walking field trips to local businesses, and/or government agencies, and guest lectures when appropriate.

Assignments: Various chapter behavioral objectives and readings in the textbook, related Internet exercises, written and/or video cases and selected case questions to be answered will be assigned during the course. Particular attention should be directed to chapter behavioral objectives and summaries containing implications for managers since they help to organize the content of the chapters and to identify the most important information to be included in the course examinations. Completion of chapter readings prior to class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

Case Studies: Students may be required to submit one or more assigned case studies. Case study solutions should cover the case scenarios in some detail, sources in addition to the class text should be used such as outside readings, computer searches, etc. The bibliography, as well as facts and figures, must be documented by proper annotation and referencing, and one should summarize the outcome or major concluding points of the case studies applying relevant concepts, theories, systems, strategies, and practical applications found in your textbook. One may submit attachments with the case studies, graphs, charts, etc., but sources must be properly documented. Please follow the specific directions in the handout, "How to Prepare a Case Study."

Learning Objectives Keyed to Textbook Chapters:

Chapter 1 Introduction to Organizational Behavior

1. Define organizational behavior (OB)
2. Explain the value of the systematic study of OB
3. Identify the contributions made to OB by major behavioral science disciplines
4. Describe how OB concepts can help make organizations more productive
5. List the major challenges and opportunities for managers to use OB concepts
6. Identify the three levels of analysis in OB

Chapter 2 Foundations of Individual Behavior

1. Explain the relationship between ability and job performance
2. Contrast the three components of an attitude
3. Discuss the similarities and differences between job satisfaction and the other job attitudes discussed
4. Discuss the causes and consequences of job satisfaction
5. Understand how to shape the behavior of others
6. Distinguish among the four schedules of reinforcement

Chapter 3 Personality and Emotions

1. Explain the factors that determine an individual's personality
2. Describe the Myers-Briggs Type Indicator personality framework
3. Identify the key traits in the Big Five personality model
4. Explain how the major personality attributes predict behavior at work
5. Contrast terminal and instrumental values
6. List the dominant values in today's workforce
7. Identify Hofstede's five value dimensions of national culture

Chapter 4 Perception and Individual Decision Making

1. Explain how two people can see the same thing and interpret it differently
2. List the three determinants of attribution
3. Describe how shortcuts can assist in or distort our judgment of others
4. Explain how perception affects the decision-making process
5. Outline the six steps in the rational decision-making model
6. Describe the actions of the boundedly rational decision maker
7. List and explain the common decision biases or errors
8. Identify the conditions in which individuals are most likely to use intuition in decision making
9. Contrast the three ethical decision criteria

Chapter 5 Motivation Concepts

1. Outline the motivation process
2. Describe Maslow's hierarchy of needs
3. Summarize criticisms of the Two-factor Theory
4. List the characteristics that high achievers prefer in a job
5. Summarize the types of goals that increase performance
6. Discuss ways self-efficacy can be increased
7. State the impact of under-rewarding employees
8. Clarify the key relationships in expectancy theory

Chapter 6 Motivation: From Concepts to Applications

1. Discuss the ways in which employees can be motivated by changing the work environment
2. Explain why managers might want to use employee involvement programs
3. Discuss how the different types of variable-pay programs can increase employee motivation
4. Describe the link between skill-based pay plans and motivation theories
5. Explain how employee recognition programs affect motivation

Chapter 7 Emotions and Moods

1. Differentiate emotions from moods
2. Discuss the different aspects of emotions
3. Identify the sources of emotions and moods
4. Describe external constraints on emotions
5. Discuss the impact emotional labor has on employees
6. Discuss the case for and the case against emotional intelligence
7. Apply concepts on emotions and moods to OB issues

Chapter 8 Foundations of Group Behavior

1. Differentiate between formal and informal groups
2. Explain how role requirements change in different situations
3. Describe how norms exert influence on an individual's behavior
4. Explain what determines status in groups
5. Define social loafing and its effect on group performance
6. Identify the benefits and disadvantages of cohesive groups
7. List the strengths and weaknesses of group decision making
8. Contrast the effectiveness of interacting, brainstorming, nominal, and electronic meeting groups

Chapter 9 Understanding Work Teams

1. Explain the growing popularity of teams in organizations
2. Contrast teams with groups
3. Identify four types of teams
4. Specify the characteristics of effective teams
5. Explain how organizations can create team players
6. Describe conditions when individuals are preferred over teams

Chapter 10 Communication

1. Describe the communication process
2. Contrast the advantages and disadvantages of oral versus written communication
3. Compare the effectiveness of the chain, wheel, and all channel networks
4. Identify the factors affecting the use of the grapevine
5. Discuss how computer-aided technology is changing organizational communication
6. Identify common barriers to effective communication
7. Describe the potential problems in cross-cultural communication

Chapter 11 Leadership

1. Contrast leadership and management
2. List the traits of effective leaders
3. Define and give examples of the Ohio State Leadership dimensions
4. Compare and contrast trait and behavioral theories
5. Describe Fiedler's contingency model
6. Define the qualities of a charismatic leader
7. Contrast transformational with transactional leadership
8. Identify when leadership may not be necessary
9. Explain how to find and create effective leaders

Chapter 12 Power and Politics

1. Contrast leadership and power
2. Define the five bases of power
3. Explain which bases of power are most effective
4. List and define nine influence tactics
5. Distinguish between use and effectiveness of influence tactics
6. List the individual and organizational factors that stimulate political behavior
7. Explain how defensive behaviors can protect an individual's self-interest
8. Identify seven techniques for managing the impression one makes on others
9. List the three questions that can help determine if a political action is ethical

Chapter 13 Conflict and Negotiation

1. Define conflict
2. Differentiate between the traditional, human relations, and interactionist views of conflict
3. Contrast task, relationship, and process conflict
4. Outline the conflict process
5. Describe the five conflict-handling intentions
6. Contrast distributive and integrative bargaining
7. Identify the five steps in the negotiation process
8. Describe whether there are individual differences in negotiator effectiveness

Chapter 14 Foundations of Organization Structure

1. Identify the six key elements that define an organization's structure
2. Explain the characteristics of a bureaucracy
3. Describe a matrix organization
4. Explain the characteristics of a virtual organization
5. Summarize why managers want to create boundaryless organizations
6. Contrast mechanistic and organic structural models
7. List the factors that favor different organizational structures
8. Explain the behavioral implications of different organizational designs

Chapter 15 Organizational Culture

1. Define the common characteristics that make up organizational culture
2. Contrast strong and weak cultures
3. Identify the functional and dysfunctional effects of organizational culture on people
4. List the factors that maintain an organization's culture
5. Identify and describe the phases of organizational socialization
6. Clarify how employees learn an organization's culture
7. Explain how an ethical culture can be established
8. Characterize a customer-responsive culture

Chapter 16 Organizational Change and Development

1. Describe forces that act as stimulates to change
2. Contrast two views of change
3. Summarize Lewin's three-step change model
4. Describe factors that lead to resistance to change and how resistance can be reduced
5. Explain the values underlying most organizational development (OD) efforts
6. Contrast continuous improvement processes and process reengineering
7. Describe potential sources of, and ways of managing, work stress
8. List characteristics of a learning organization
9. Explain how organizational change may be culture bound

Supplemental Materials: Handouts and/or exercises may be distributed during the class on related topics as deemed appropriate by the instructor.

Testing:

The mid-term exam covering chapters 1-8, and the final exam covering chapters 9-16, will each 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.

NB (Note Well): Read all assigned chapters in preparation for exams without regard to lectures which may supplement rather than follow the text.

Grading:

Grading Scale (Point/Grade Conversion):

100-95 A
94-90 A-
89-87 B+
86-84 B
83-80 B-
79-77 C+
76-74 C
73-70 C-
69-67 D+
66-64 D
63-60 D-
59 or <F

Assigned Grade Percentages:

25% Mid-term exam
25% Final exam
25% Case Studies
15% Exercises
10% Attendance

Standards:

Course Objectives: Students will be responsible to attend all lectures, and complete the textbook chapter readings, mid-term examination, final examination, written and/or video case study analyses, Internet assignments and/or practice quizzes, and participate in class discussions and exercises, and field trips when applicable.

Attendance: Regular attendance at classes is essential. Excessive absences may result in lowering of the final term grade or even dismissal from class resulting in a loss of credit. Absences due to illness may be excused provided the absence excuses are accompanied by a licensed medical practitioner's signed note or letter attesting to the period of illness. Students are responsible for making up the class work missed.

Electronic Devices: Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. If you must answer a call, please do so in the hallway outside the classroom where you

will not disturb other students. Laptops are permitted in class but can only be used to run the textbook chapter outlines and/or take notes while the 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 utilizing Microsoft Word 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 the syllabus at any time during the course. An announcement of any changes will be made in class.

Schedule:

Meeting days/times: Tuesday/Thursday, 9:00 A.M. to 11:45 A.M.

Tuesday, June 9, Chapter 1, Introduction to Organization Behavior
Chapter 2, Foundations of Individual Behavior
Thursday, June 11, Chapter 3, Personality and Values
Chapter 4, Perception and Individual Decision Making
Tuesday, June 16, Chapter 5, Motivation Concepts
Thursday, June 18, Chapter 6, Motivation: From Concepts to Applications
Friday, June 19, Last Day Classes May Be Added/Dropped Without Academic Penalty
Tuesday, June 23, Chapter 7, Emotions and Moods
Thursday, June 25, Chapter 8, Foundations of Group Behavior
Tuesday, June 30, Mid-term Exam (Chapters 1-8)
Thursday, July 2, Chapter 9, Understanding Work Teams
Chapter 10, Communication
Tuesday, July 7, Chapter 11, Leadership
Thursday, July 9, Chapter 12, Power and Politics
Chapter 13, Conflict and Negotiation
Tuesday, July 14, Chapter 14, Foundations of Organization Structure
Thursday, July 16, Chapter 15, Organizational Culture
Tuesday, July 21, Chapter 16, Organizational Change and Development
Thursday, July 23, Final Exam (Chapters 9-16); ALL ASSIGNMENTS DUE!
Saturday, July 25, Seven Week Summer Session Ends

Update: Syllabus Was Last Updated May 20, 2009