LINCOLN UNIVERSITY

DEPARTMENT OF BUSINESS AND ECONOMICS

BA 320 – ORGANIZATIONAL BEHAVIOR AND ADMINISTRATION

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Course Credits: 3 semester units

Pre-requisites: None

Co-requisites: None

Instructional Materials and References: Robbins, Stephen P., "Essentials of Organizational Behavior," 7th ed. (Upper Saddle River, New Jersey: Prentice-Hall, 2003). ISBN 0130791717. Note: An updated 9th or 13th edition may also be substituted for the 7th edition.

Companion Web Site: www.prenhall.com/robbins
This powerful Prentice-Hall Web site offers chapter-specific current events, Internet exercises, online study guide, and downloadable supplements.

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 organization 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.

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 quizzes, and participate in class discussions and exercises, and field trips when applicable.

Learning Objectives Keyed to Textbook Chapters:

Chapter 1 Introduction to Organizational Behavior
    1. Define organizational behavior (OB)
    2. Identify the primary behavioral disciplines contributing to OB
    3. Describe the three goals of OB

4. List the major challenges and opportunities for managers to use OB concepts
5. Discuss why workforce diversity has become an important issue in management
6. Explain how managers and organizations are responding to the problem of employee ethical dilemmas
7. Discuss how a knowledge of OB can help managers stimulate organizational innovation and change

Chapter 2 Foundations of Individual Behavior
1. List the dominant values in today's workforce
2. Describe the relationship between satisfaction and productivity
3. Explain the theory of cognitive dissonance
4. Summarize the relationship between attitudes and behavior
5. Explain how two people can see the same thing and interpret it differently
6. Summarize attribution theory
7. Outline the learning process

Chapter 3 Personality and Emotions
1. Describe the eight categories in the MBTI personality framework
2. Identity the "Big Five" personality variables and their relationship to behavior in organizations
3. Describe the impact of job typology on the personality/job finding performance relationship
4. Differentiate felt from displayed emotions
5. Identify the six universal emotions
6. Explain gender differences to emotional reactions and reading others
7. Describe ways in which emotions influence work-related behavior

Chapter 4 Basic Motivation Concepts
1. Outline the basic motivation process
2. Describe Maslow's hierarchy of needs theory
3. Contrast Theory X and Theory Y
4. Differentiate motivators from hygiene factors
5. List the characteristics that high achievers prefer in a job
6. Summarize the types of goals that increase performance
7. Contrast reinforcement and goal-setting theories
8. Explain equity theory
9. Clarify the key relationships in expectancy theory

Chapter 5 Motivation: From Concepts to Applications
1. Identify the four ingredients common to MBO programs
2. Outline the five-step problem-solving model in OB Mod
3. Explain why managers might want to use employee involvement programs
4. Contrast participative management with employee involvement
5. Explain how ESOPs can increase employee motivation
6. Describe the link between skill-based pay plans and motivation theories

Chapter 6 Individual Decision Making
1. Explain the six-step rational decision-making model and its assumptions
2. Identify the key components in the three-component model of creativity
3. Describe actions of the boundedly rational decision maker
4. Define heuristics and explain how they bias decisions

5. Explain escalation of commitment
6. Identify four decision-making styles
7. Explain the implications of stages of moral development to decision making

Chapter 7 Foundations of Group Behavior
1. Differentiate between formal and informal groups
2. Explain why people join groups
3. Describe how role requirements change in different situations
4. Explain the importance of the Hawthorne studies
5. Explain the importance of the Asch studies
6. Identify the implications of social loafing
7. Outline the benefits and disadvantages of cohesive groups
8. Explain the effect of diversity on group performance
9. Contrast groupthink and groupshift

Chapter 8 Understanding Work Teams
1. Explain the growing popularity of teams in organizations
2. Contrast teams with groups
3. Identify four types of teams
4. Describe the role of work design in making effective teams
5. Explain composition variables that determine team effectiveness
6. Identify resources and other contextual influences that make teams more effective
7. Describe process variables that affect team performance
8. Explain how organizations can create team players

Chapter 9 Communication
1. Define communication and list its four functions
2. Describe the communication process
3. Contrast he three common types of small-group networks
4. Identify factors affecting the use of the grapevine
5. Describe common barriers to effective communication
6. List four rules for improving cross-cultural communication
7. Outline behaviors associated with providing effective feedback
8. Identify the behaviors related to effective active listening

Chapter 10 Leadership and Creating Trust
1. Summarize the conclusions of trait theories
2. Identify the limitations of behavioral theories
3. Describe Fiedler's contingency model
4. Summarize the path-goal theory
5. List the contingency variables in the leader-participation model
6. Explain gender differences in leadership styles
7. Differentiate transformational from transactional leadership
8. Identify the skills that visionary leaders exhibit
9. Describe the four specific roles of effective team leaders
10. Summarize how leaders can build trust

Chapter 11 Power and Politics
1. Define power
2. Describe the five bases of power
3. Explain what creates dependency in power relationships

4. Describe how power is central to understanding sexual harassment
5. Define political behavior
6. Describe the importance of a political perspective
7. Explain the factors contributing to political behavior in organizations
8. Identify seven techniques for managing the impression you make on others

Chapter 12 Conflict and Negotiation
1. Define conflict
2. Differentiate between the traditional, human relations, and interactionist views of conflict
3. Contrast functional and dysfunctional conflict
4. Outline the conflict process
5. Describe the five conflict-handling orientations
6. Contrast distributive and integrative bargaining
7. Identify decision biases that hinder effective negotiation
8. Explain ways for individuals to improve their negotiating skills

Chapter 13 Foundations of Organization Structure
1. Identify the six key elements that define an organization's structure
2. Describe the simple structure
3. Explain the characteristics of a bureaucracy
4. Describe a matrix organization
5. Explain the characteristics of a "virtual" organization
6. Summarize why managers want to create boundaryless organizations
7. List the factors that favor different organization structures
8. Explain the behavioral implications of different organization structures

Chapter 14 Technology and Work Design
1. Explain the three key elements in process reengineering
2. Contrast mass production and mass customization
3. Identify the challenges to motivating employees in e-organizations
4. Explain how E-organizations are rewriting the rules of communication
5. Describe the job characteristics model
6. Contrast the social information-processing model with the job characteristics model
7. Describe how a job can be enriched
8. Compare the advantages and disadvantages of flextime
9. Describe why telecommuting has grown in popularity

Chapter 15 Human Resource Policies and Practices
1. Describe jobs for which interviews are effective selection devices
2. List the advantages of performance-simulation tests over written tests
3. Identify four types of employee training
4. Identify the advantages of using behaviors rather than traits in appraising performance
5. Explain the most popular performance appraisal criteria
6. Identify who, in addition to a boss, can do performance appraisals
7. Explain actions that can improve the performance appraisal process
8. Describe approaches for managing workforce diversity

Chapter 16 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. Clarify how culture is transmitted to employees
6. Describe spirituality and characteristics of a spiritual culture
7. Contrast organizational culture with national culture
8. Explain the paradox of diversity

Chapter 17 Organizational Change and Development
1. Describe forces that act as stimulants to change
2. Define planned change
3. Summarize Lewin's three-step change model
4. Explain sources of resistance to change
5. Describe techniques for overcoming resistance to change
6. Explain the values underlying most organizational development (OD) efforts
7. Describe a learning organization
8. Identify symptoms of work stress
9. Summarize sources of innovation
10. Define knowledge management and explain its importance

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 quizzes, written case studies, walking field trips to local businesses and/or government agencies, and guest lectures when appropriate.

Assessment Criteria and Method of Evaluating Students:

Attendance: Regular attendance at classes is essential. Excessive absences may result in lowering of the final course 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.

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 reading assignments prior to the class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

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 structure, grammar, spelling, and sophistication of analysis.

Examinations: The mid-term exam covering chapters 1 – 8, and the final exam covering chapters 9 – 17, 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.

Case Studies: Students may be required to submit one or more assigned case studies. Your 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 bibliographies, as well as facts and figures, must be documented by proper annotation and referencing, and you 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. You may submit attachments with your case studies, graphs, charts, etc., but sources must be properly documented. Please follow the specific directions in the class handout, "How to Prepare a Case Study."

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

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.

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

Grading Scale (Point/Grade Conversion):

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

Assigned Grade Percentages:

25% Mid-term exam (chapters 1-8)
25% Final exam (chapters 9-17)
20% Written case study responses
20% Self-assessment exercises
10% Attendance

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.

Course Outline Spring Semester 2010 (January 19 to March 11):
(Meeting days/times: Tuesday/Thursday, 3:30 p.m. to 6:15 p.m.)

Tuesday, January 19, Chapter 1, Introduction to Organizational Behavior
                         Chapter 2, Foundations of Individual Behavior
Thursday, January 21, Chapter 3, Personality and Emotions
Tuesday, January 26, Chapter 4, Basic Motivation Concepts
Thursday, January 28, Chapter 5, Motivation: From Concepts to Applications
Tuesday, February 2, Chapter 6, Individual Decision Making
Thursday, February 4, Chapter 7, Foundations of Group Behavior
                         Chapter 8, Understanding Work Teams
Tuesday, February 9, Mid-term Exam
Thursday, February 11, Chapter 9, Communication
Tuesday, February 16, Chapter 10, Leadership and Creating Trust
Thursday, February 18, Chapter 11, Power and Politics
                         Chapter 12, Conflict and Negotiation
Tuesday, February 23, Chapter 13, Foundations of Organizational Structure
Thursday, February 25, Chapter 14, Technology and Work Design
Tuesday, March 2, Chapter 15, Human Resource Policies and Practices
Thursday, March 4, Chapter 16, Organizational Culture
Tuesday, March 9, Chapter 17, Organizational Change and Development
Thursday, March 11, Final Exam; ALL ASSIGNMENTS DUE, NO EXCEPTIONS!

Date Syllabus Was Last Reviewed: January 17, 2010