



LINCOLN UNIVERSITY

BA 320 – Organization Behavior and Administration Course Syllabus Spring Semester 2013 (January 22 – May 13, 2013)

Course Number and Title: BA 320 – Organization Behavior and Administration

Credit: 3 units (45 lecture hours)

Lecture Schedule: Thursdays 3:30 PM – 6:15 PM

Instructor: Tesfaye Ketsela, Ph.D.

Contact: tketsela2@aol.com or tketsela@lincolnuca.edu, Tel: (510) 837-5078

Office hours: Thursdays 2:00 – 3:30 PM and 6:30 – 7:30 PM

(Please call or email in advance for appointments)

Required Textbook:

Robbins, Stephen P. and Judge, Tim A., *Essentials of Organizational Behavior* (11 Ed.), 2011. New Jersey: Prentice Hall. ISBN-10: **0132545306**, ISBN-13: **978-0132545303**

Other Textbooks: (Available in library for reference)

- Nelson, Debra L. and Quick, James Campbell, *Organizational Behavior: Foundations, Realities and Challenges* (5 Ed), 2006. San Francisco: Thomson South-Western Educational Publishers. ISBN-10: **0324322410**, ISBN-13: **978-0324322415**
- Robbins, Stephen P. *Organizational Behavior* (14 Ed.), 2010. New Jersey: Prentice Hall. ISBN-10: **0136124011**, ISBN-13: **978-0136124016**

Supplemental Readings

Will be assigned as course progresses

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. (3 units)



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Course Objective:

This course is designed to familiarize students with the concepts, principles and applications of how individuals, groups and structures interact to achieve organizational objectives. Each of these variables are examined from a behavioral science perspective by covering topics such as individual and group behavior, theories of motivation, leadership, communication and models of organizational structure.

Specific Learning Objectives:

Upon completion of this course, students will be able to:

- Define OB
- Describe various disciplines that contribute to OB
- Explain the importance of studying OB to managers
- Discuss the foundations of individual and group behavior
- Describe the relations of values, attitudes and job satisfaction
- Discuss the motivation process
- Compare and contrast various motivation models and their applications
- Describe work teams and how managers can effectively use them
- Discuss the communication process, principles and applications
- Explain the concept of leadership, theories, principles and applications
- Define the basis of power and its impact on organizational politics
- Describe conflict in organizations
- Explain various forms of organizational structure
- Relate the concepts and theories covered in the different sections to day-to-day situations using examples from your places of employment or any organization you are a member of.

Method of Learning:

Power Point presentations will be used to provide students with the principles and concepts covered in the text as well as in various sources on relevant topics. Students are required to read the chapters assigned in advance of each class lecture. Cases relevant to the topic(s) covered will be given to students so that they analyze them in light of the principles and concepts learned. There will be class discussions and group presentation by students on the case analysis and internet assignments. Students will be expected to have access to computers and printers so that they download journal articles and do internet assignments.



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Code of Conduct:

Students will be required to attend all classes and come to class on time. They are encouraged to participate in class discussions and show a cooperative attitude and behavior towards their class mates as well as the instructor. Copying the work of other students and presenting as one's own work (plagiarism) will result in the student being dismissed from class. While in class, students must turn off their mobile phones or switch them to "Silent" mode so that there will be no disruption to the class.

Examination and Grading Policy:

Assessment will be done as follows.

- **Mid-term examination (25%)**
- **Group Project and Presentation (15%)**
- **Final Examination (45%)**
- **Class attendance and participation (15%)**

A daily record of attendance will be kept including a record of tardiness.

Participation includes but not limited to:

- a) Coming to class on time and staying in class (required)
- b) Taking lecture notes (required)
- c) Being attentive during lecture hours (expected and encouraged)
- d) Asking and answering questions (encouraged unless directed to an individual)
- e) Class presentations (individual and group – required)
- f) Showing cooperation and taking an active part as a team member in group assignments (required)

Examination scores out of possible 100 points will be used with corresponding letter grades as indicated below:

91% and above -----	A
86-90% -----	A -
81-85% -----	B+
76-80% -----	B
71-75% -----	B-
66-70% -----	C+
61-65% -----	C
56-60% -----	C-
46-55% -----	D
45% and below -----	F

If and when necessary, the grades can be adjusted to reflect a normal distribution curve.



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Course Schedule and Activities for BA 320: Organization Behavior and Administration Spring Semester 2013 – January 22 to May 13, 2012

Week	Topics to be covered	Chapters to be covered (Students should read the chapters in advance of class)	Activities	Remarks
Week 1 Thursday January 24 3:30 – 6:15 PM	<ul style="list-style-type: none"> • Introduction to OB • Foundations of Individual Behavior 	Read Chapters 1 and 2 for next class	Lecture, class discussion, question and answer session	
Week 2 Thursday January 31 3:30 – 6:15 PM	<ul style="list-style-type: none"> • Personality and Values • Perception and Individual Decision Making 	Read Chapters 3 and 4 for next class	Lecture, class discussion, question and answer session, Point and counter point exercise	
Week 3 Thursday February 7 3:30 – 6:15 PM	<ul style="list-style-type: none"> • Motivation Theories, concepts and applications • Emotions and Moods 	Read Chapters 5, 6 and 7 for next class	Lecture, class discussion, question and answer session, Cases	
Week 4 Thursday February 14 3:30 – 6:15 PM	The Group Work in Teams <ul style="list-style-type: none"> • Group foundation • Stages of group development • Groups structure and process • Groups decision-making 	Read Chapters 8 and 9 for next class	Lecture, class discussion, question and answer session, Cases	
Week 5 Thursday February 21 3:30 – 6:15 PM	3:30 – 4:30 Mid-term Exam Communication <ul style="list-style-type: none"> • Functions of Communication • Interpersonal • Organizational • Channels • Barriers to Communication 	Read Chapter 10 for next class	Lecture, class discussion, question and answer session	



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Week 6 Thursday February 28 3:30 – 6:15 PM	Leadership <ul style="list-style-type: none"> • Theories of Leadership • Trait Theory • Behavioral • Contingency Theories • Creating Leaders • Implications of Leadership for Managers 	Read Chapter 11 for next class	Lecture, class discussion, question and answer session, Case exercises	
Week 7 Thursday March 7 3:30 – 6:15 PM	Power and Politics <ul style="list-style-type: none"> • Concepts • Bases of Power • Power in Actions • Implications for Managers 	Read Chapter 12 For next class	Lecture, class discussion, question and answer session, Case exercises	
Week 8 Thursday March 14 3:30 – 6:15 PM	Conflict and Negotiation <ul style="list-style-type: none"> • The conflict process • Negotiation • Implications for Managers 	Read Chapter 13 for next class	Lecture, class discussion, question and answer session, Case exercises	
Thursday March 21	Spring Recess: NO CLASS			
Week 9 Thursday March 28 3:30 – 6:15 PM	Student Presentation of Group Project	Group Project	Students present their project assignments followed by questions, and comments from the class	
Week 10 Thursday April 4 3:30 – 6:15 PM	Part Three – The Organization <ul style="list-style-type: none"> • Organizational Structure • Designs of Organizations • Implications for Managers 	Read Chapter 14 for next class	Lecture, class discussion, question and answer session, Cases	
Week 11 Thursday April 11 3:30 – 6:15 PM	Organizational Culture <ul style="list-style-type: none"> • Cultural variations • Organizational Culture Vs National Culture • Managing Cultural Change 	Read Chapter 15	Lecture, class discussion, question and answer session, Cases	



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Week 12 Thursday April 18 3:30 – 6:15 PM	Organizational Change and Development <ul style="list-style-type: none"> • Forces of Change • Resistance to Change • Managing Change • Implications for Managers 	Read Chapter 16	Lecture, class discussion, question and answer session, Cases	
Week 13 Thursday April 18 3:30 – 6:15 PM	Human Resource Policies and Practices <ul style="list-style-type: none"> • Recruitment and Selection • Training Development • Performance Evaluation • Managing Diversity 	Read from text by Stephen (reference text will be distributed)	Lecture, class discussion, question and answer session, Cases	
Week 14 Thursday April 25 3:30 – 6:15 PM	Presentation by class on Individual Internet assignment followed by questions, comments, by students	Review all chapters in preparation for revision in next class	Presentation by students – discussion following presentations	
Week 15 Thursday May 2 3:30 – 6:15 PM	Revision of major topics covered in preparation for final exam		Lecture, class discussion, question and answer session	
Week 16 Thursday May 9 3:30 – 6:15 PM	Final Examination			

Please note that the above schedule for lectures, examination dates and other activities can be changed, modified or revised if unforeseen circumstances dictate so or the changes are justified to address the needs of or are in the best interest of students. Some topics listed might be only reading assignments and other topics not listed above may be brought to class for discussion and exercises as needed. Any change to be made will be brought to the attention of students in advance.

Revised: 1/14/2013