



Lincoln University

BA 320 – Organizational Behavior and Administration

COURSE SYLLABUS Fall, 2018

Instructor: Prof. Igor Himelfarb, PhD
Lecture Schedule: Monday, 9:00 - 11:45 AM
Credits: 3 units / 45 lecture hours
Level: Mastery 1 (M1)
Office Hours: Monday 11 AM - 12 PM by appointment.
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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: August 29, 2018

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 OUTCOMES¹

| | 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 |
| 3 | Apply OB knowledge and demonstrate the ability to diagnose and solve organizational behavior issues | PLO 5 | ILO 4b, ILO 5b | Discussion questions; Application cases questions & answers; Application case |

¹ 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).

| | | | | |
|---|--|-------|--------|--|
| | and problems. | | | 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:

The emphasis will be on learning by solving problems. Every student is welcome to participate in intensive classroom activities. Reading and problem solving assignments will be given throughout the course. Homework will be assigned and solved during sections. During lectures, students will learn principles and concepts covered in the text as well as in various sources on relevant topics. There may be class discussions and group presentations by students on the project assignments during class.

CLASS ATTENDANCE:

Students are expected to attend class on a regular basis. Attendance is crucial to performing well in this course, as some of the material presented may not be found in the textbook. Further, the lecture and classroom demonstrations will emphasize and expand upon important topics found in the textbook. Thus, it is vital that you take thorough notes in class.

ASSIGNMENTS:

There will be a bi-weekly homework assignment given out on Thursday of each other week. The homework assignments will typically consist of some theoretical exercises, conducting analyses on provided data and turning in a results report (write-up) describing the findings, but may include other questions. The purpose of the assignments will be to provide a medium through which you really learn the material. Students are welcome to work with other classmates on the homework, but it is expected that each student turns in

his/her own, independently written, homework. Any indication that work was directly shared will not be tolerated and will result in a non-passing grade.

Please bring a **hard copy** of your **typed and stapled** homework assignment that has your name on it to class the day it is due. ***Please no e mailed assignments. No late homework will be accepted!***

There will be a number of readings (mostly journal articles) assigned periodically in addition to the reading in the textbook.

In accordance with the university policy on cheating and plagiarism, any student who does not do his/her own write-up completely independently on any assignment will fail the assignment.

EXAMS:

There will be two exams — a midterm and a final. To assess your learning in this course, exam questions will be derived from the lecture and textbook. Topics covered in lecture will be of major emphasis on the exam, and should be the focus of your textbook readings, though there will be some test questions found in the assigned readings but not covered in the lecture. To avoid guessing, there will be no multiple-choice questions on the exams. Exams may include conceptual or theoretical questions, and questions with applied scenarios. ***All exams are open books and open notes.***

QUIZZES:

To encourage attendance and to help students with assessment of their knowledge, there will be a set of unannounced quizzes given at the start of class. They will be based on lecture and any assigned reading. They will not be computational in nature, but rather conceptual questions intended to help students gauge how well they understand the material.

GRADING PLAN:

| Percentage | Grade |
|---------------------------------|-------|
| 90-100% | A |
| 80-89% | B |
| 70-79% | C |
| 60-69% | D |
| below 60% | F |
| Weights | |
| Homework | 20% |
| Quizzes and class participation | 10% |
| Midterm | 30% |
| Final | 40% |

CLASSROOM POLICY:

Please do not use personal computers, iPads or smart phones during the lecture. If you do need to text message or receive a call, please take it outside the classroom.

I am available and will do my best to help you learn and succeed. Questions and points of discussion are encouraged. I am also highly accessible for discussions if you wish to receive additional information or learn more about a certain topic or need help with data analysis. Please visit me during my office hours, or talk to me immediately after class, if you need study tips or additional help. No appointment is required for my office hours.

TENTATIVE CLASS SCHEDULE:

| WEEK | CONTENT |
|---------|---|
| Week 1 | Introduction: Definitions and History |
| Week 2 | Research Methods in OB |
| Week 3 | Research Methods in OB |
| Week 4 | Personnel Issues. Job Analysis |
| Week 5 | Employee Recruitment. Selection and Placement |
| Week 6 | Methods of Assessment at Workplace |
| Week 7 | Employee Training and development. Evaluation |
| Week 8 | Employee Engagement |
| Week 9 | Customer Engagement |
| Week 10 | Midterm |
| Week 11 | Motivation: Theories and Practice |
| Week 12 | Group Dynamics. Organizational Issues |
| Week 13 | Thanksgiving break. |
| Week 14 | Organizational Leadership. Management |
| Week 15 | Final Exam |