Lincoln University

BA 320 – Organizational Behavior and Administration

COURSE SYLLABUS

Fall 2021

Instructor:	Dr. Pete Bogue
Lecture Schedule:	Tuesday, 3:30 to 6:15 PM
Credits:	3 units / 45 lecture hours
Level:	Mastery 1 (M1)
Office Hours:	Tuesday, 11:30 AM - 12:30 PM by appointment.
	e-mail: pbogue@lincolnuca.edu

Textbooks: Robbins, Stephen P., and Timothy A. Judge, "Organizational Behavior," 16th 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," 1st Ed. (Upper Saddle River, New Jersey: Prentice Hall, 2008). ISBN-13: 918-0136083757.

Last Revision: August 18, 2021

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 OUTCOMES[1]

	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;

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

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

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 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, case studies, and examinations. The expected amount of time a student will need to spend outside of class to complete his/her individual out-of-class reading and 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	79-77 C+	59 or < F
94-90 A-	76-74 C	
89-87 B+	73-70 C-	
86-84 B	69-65 D+	
83-80 B-	64-60 D	

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' "<u>Discussion Questions Numbered in the Syllabus</u>," 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 attached to the syllabus to be submitted to the instructor (or CANVAS) by the end of the course.

NOTE: *Individual Research Project:* **MBA/MS students are required to submit a research paper of approximately ten (10) or more pages excluding the title page and bibliography, based upon the subject matter of a selected chapter from the syllabus, reviewing the current research about the chosen subject, summarizing the results, and offering conclusions. The research paper should be carefully and thoughtfully well-written. The format of the research 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 must include a bibliography. The 12-point font size or larger should be utilized. Students will include at the beginning of their research paper the statement, "I have done my own work and have neither given nor received unauthorized assistance on this work." Students will submit their research projects 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 questions and/or enter scores for each Self-Assessment instrument
circling their interpretation and submit a copy to the instructor by 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)?