



Lincoln University

BA 320 – Organizational Behavior & Administration

COURSE SYLLABUS

Fall, 2024

Instructor: Dr. Ben Olmos
Lecture Schedule: Saturday, 9 AM – 11:45 AM (Online)
Zoom Link: <https://lincolnuca-edu.zoom.us/j/86787773238>
Credits: 3 units / 45 lecture hours
Level: Mastery 1 (M1)
Office Hours: Monday 3:30-4:30 PM by appointment.
e-mail: bolmos@lincolnuca.edu

Textbooks: Ricky W. Griffin, Jean M. Phillips, “**Organizational Behavior: Managing People and Organizations**” 14th Edition MindTapV2.0 (Cengage 2024). ISBN 9780357899090.

Last Revision: August 9, 2024

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 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).

COURSE OVERVIEW

This course will focus on the connection between psychological theory and application in the fields of Industrial and Organizational Psychology, Business, and Business Administration. Although this course includes a theoretical component, it is designed to be student-centered, and real-world oriented. The instruction is designed with students in mind, giving examples and illustrations relevant to the field of work. The course will include classical topics such as Introduction to the Development of the Industrial Psychology and Research Methods in IO Psychology and Business, as well as modern topics such as customer engagement with a business as well as the employee engagement at workplace.

EDUCATIONAL OBJECTIVES

- Define organizational behavior and identify the variables associated with its study
- Explain the relationship between personality traits and individual behavior
- Describe the factors that influence the formation of individual attitudes and values
- Discuss the importance of individual moods and emotions in the workplace
- Summarize the major theories of learning and the techniques of behavior modification
- Discuss the factors influencing individual decision making in organizations
- Describe the major theories of motivation and relate them to organizational performance
- Describe best practices for utilizing groups and work teams in organizations
- Discuss the influence of culture on organizational behavior
- Describe the factors influencing effective communication in organizations
- Summarize the major theories of and approaches to leadership
- Explain the effects of power and political behavior on organizations
- Describe the nature of conflict and the negotiation process
- Explain how to manage resistance to change
- Explain the factors that influence decisions about organizational structure
- Describe best practices for creating and sustaining organizational cultures

COURSE LEARNING OUTCOMES¹

Course LO	Program LO	Institutional LO	Assessment Activities
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.
Synthesize and build on organizational behavior concepts to analyze the internal	PLO 3	ILO 2b, ILO 7b	Discussion questions; Application cases questions & answers;

¹ Detailed description of learning outcomes and information about the assessment procedure are available at the [Learning Outcomes Assessment](#) section of LU website.

Course LO	Program LO	Institutional LO	Assessment Activities
and external variables that affect the performance of an organization.			Application case Power Point presentation; Self-Assessment library; Research project documenting sources; Comprehensive final exam.
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.
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 classroom activities. Reading and problem solving assignments will be given throughout the course. During lectures, students will learn principles and concepts covered in the text as well as in various sources on relevant topics. There will be class discussions and group presentations by students on various topics covered in class.

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 [LU Library](http://lincolnuca.libguides.com) website (lincolnuca.libguides.com).

INSTRUCTIONAL TECHNOLOGY

The class is taught 100% online using Zoom. Zoom link will be shared with enrolled students prior to scheduled beginning of the class. Canvas will be used as a web-based learning management system. Via Canvas, students will be able to access and manage online course learning materials and communicate about skill development and learning achievement. Exams will be administered via Canvas.

COURSE REQUIREMENTS

Students must acquire a Cengage MindTap access code that will be used for this class. Cengage MindTap allows students to access all interactive assignments that will be part of this class.

Students will be responsible for completing textbook chapter readings prior to the lectures. Individual homework assignments and examinations will be due by Sunday of each week by 11:59 PM. Assignments submitted past the due date will be considered late and may be subject to a deduction of 10% of the final grade for each week the assignment is late. No assignments will be accepted after the last day of class.

The expected amount of time a student will need to spend outside of class to complete his/her individual and/or group out-of-class 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 below:

Assignment Type	Points	% of Grade
Concept Assessments	32	5.46%
You Make the Decision: Concept Mastery	100	17.06%
Self-Assessments	80	13.65%
Learn It Chapter Quiz	199	33.96%
Attendance	75	12.80%
Final Exam	100	17.06%
Total Points	586	100.00%

GRADING SCALE (POINT/GRADE CONVERSION)

Grade	Point Range	Grade	Point Range
A	557 - 586	C	434 - 450
A-	527 - 556	C-	410 - 433
B+	510 - 526	D+	393 - 409
B	492 - 509	D	375 - 392
B-	469 - 491	D-	352 - 374
C+	451 - 468	F	0 - 351

GENERAL CLASS ATTENDANCE

Regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Excessive absences or tardiness may result in loss of credit, lowering of grade, or dismissal from the class. Students are responsible for making up class work missed.

ONLINE ATTENDANCE AND PARTICIPATION

During class students must have their camera turned on and engage in class discussion. Your attendance and participation grade will be determined by the duration of time your camera is live during class. If the camera on your computer is not working you may use the Zoom app on your phone to attend class, using your phone camera in place of your laptop camera. Failure to have a working camera will result in a loss of attendance and participation points.

EXAMINATIONS

The final exam will consist of a comprehensive 100 question exam that covers all chapters we read during this course. Questions will be a mix of multiple choice and true/false.

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.

GRADED ASSIGNMENTS AND CLASSROOM ACTIVITIES

This class uses an integration between the textbook and Canvas to create an engaging and interactive online class. **You will need to purchase Cengage MindTap access OR Cengage Unlimited to complete all homework assignments for this class.**

PLEASE READ about the options Cengage offers and take into consideration other classes you are taking that may use a book from Cengage. It is possible you can save money by purchasing Cengage Unlimited, which will come with MindTap access.

Concept Assessments: Students will be assessed on their knowledge of a variety of organizational behavior terms and definitions relevant to the chapter reading. Students will need to complete these assignments and their best attempt will be used for their

grade. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

You Make the Decision: Concept Mastery: There are five overarching concepts that will be studied during this term. Students will complete an assessment for each overarching concept to ensure mastery. Students will need to complete these assignments and their best attempt will be used for their grade. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

Learn It Chapter Quiz: For each chapter assigned, students will be presented with a chapter quiz that examines the concepts covered in the chapter. Students will need to complete these assignments and their best attempt will be used for their grade. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas.

Self-Assessments: As we explore each new chapter, students will assess themselves on the concepts related to the chapter. These self-assessments are designed to help students get a better understanding of their own strengths and opportunities for improvement. It is recommended that students complete these assessments before each week's lecture as it will help provide insight on topics explored during the lecture.

Attendance and Participation: Each week students will be required to attend class, participate in class discussions, and keep their camera on during the time we are in class. Students will be graded each class meeting based on their level of engagement and participation as well as their on-camera time.

Final Exam: The final exam for class will consist of a comprehensive quiz that covers all chapters read during class. The final exam will be worth 100 points. Questions presented will be either true/false or multiple choice. Students will only have 1 attempt to complete the final exam, but they will not be timed. This is a MindTap assignment that is integrated into Canvas. Students will access this assignment through the Modules section in Canvas

COURSE SCHEDULE

Unit	Unit Start Date	Lecture Date	Topic	Assignments				Assignment Due
				Read	Watch	Graded Assignments	Points	
1	8/26/24	8/31/24	An Overview of Organizational Behavior	Chapter 1	Concept Clip: Environments	Why Does Organizational Behavior Matter to Me?	10	9/1/24
					Concept Clip: Four Functions of Management	Self-Assessment: Chapter 01: How Do I Rate As A Manager?	5	
					Concept Clip: Open Systems Theory	An Overview of Organizational Behavior	16	
					On the Job: Managing at Camp Bow Wow	Attendance	5	
					On the Job: Pipeline CEO Takes on the Gender Equity Gap			
2	9/2/24	9/7/24	The Changing Environment of Organizations	Chapter 2	Concept Clip: Discrimination vs Affirmative Action	Self-Assessment: Chapter 02: Diversity Awareness	5	9/8/24
					Concept Clip: Ethical Ladder	Learn It: Chapter 02: The Changing Environment of Organizations	14	
					Concept Clip: Ethnocentrism vs Ethnorelativism	Part 1: You Make the Decision: Introduction to Organizational Behavior	20	
					On the Job: Ethical Decision Making at Black Diamond Equipment	Attendance	5	
3	9/9/24	9/14/24	Equal Employment Opportunity	Chapter 3	Concept Clip: Big Five Personality Factors	Part 2: Why do Individual Behaviors Matter to Me?	10	9/15/24
					Concept Clip: Myers-Briggs Traits	Self-Assessment: Chapter 03: What Is Your Learning Style?	5	
					Concept Clip: Selection Tool	Learn It: Chapter 03: Individual Differences	14	
					On the Job: Barcelona Restaurant Group	Attendance	5	
4	9/16/24	9/21/24	Individual Values, Perceptions, and Reactions	Chapter 4	Concept Clip: Perception	Self-Assessment: Chapter 04: What Are Your Perceptions of Fairness?	5	9/22/24
					On the Job: The Dark Side Woman Face Driving for Uber & Lyft	Learn It: Chapter 04: Individual Values, Perceptions, and Reactions	12	
						Attendance	5	
5	9/23/24	9/28/24	Motivating Behavior	Chapter 5	Concept Clip: Equity Theory	Self-Assessment: Chapter 05: What Is Your Need to Achieve?	5	9/29/24
					Concept Clip: Expectancy Theory	Learn It: Chapter 05: Motivating Behavior	11	
					Concept Clip: Reinforcement Theory	Attendance	5	
					On the Job: Mike Boyle			

					Strength and Conditioning			
6	9/30/24	10/5/24	Motivating Behavior With Work and Rewards	Chapter 6	Concept Clip: Goal Setting vs Planning	Self-Assessment: Chapter 06: The Job Characteristics Inventory	5	10/6/24
					Concept Clip: Performance Evaluations/Appraisals	Learn It: Chapter 06: Motivating Behavior with Work and Rewards	15	
					Concept Clip: Types of Compensation	Part 2: You Make the Decision: Individual Behaviors and Processes in Organizations	20	
						Attendance	5	
7	10/7/24	10/12/24	Groups and Teams	Chapter 7	Concept Clip: Stages of Team Development	Part 3: Why Do Group Processes Matter to Me?	3	10/13/24
					Concept Clip: Team Cohesiveness	Self-Assessment: Chapter 07: What Is Your Preference for Teamwork?	5	
					On the Job: How Google Builds the Perfect Team	Learn It: Chapter 07: Groups and Teams	17	
						Attendance	5	
8	10/14/24	10/19/24	Decision Making and Problem Solving	Chapter 8	Concept Clip: Certainty/Uncertainty	Self-Assessment: Chapter 08: Are You Indecisive?	5	10/20/24
					Concept Clip: Rational vs Realistic Decision Making	Learn It: Chapter 08: Decision Making and Problem Solving	14	
					On the Job: Brainwriting: How to Neutralize the Loudmouths	Attendance	5	
9	10/21/24	10/26/24	Communication	Chapter 9	Concept Clip: Channel Richness	Self-Assessment: Chapter 09: Are You an Assertive Communicator?	5	10/27/24
					Concept Clip: Communication Process	Learn It: Chapter 09: Communication	14	
					Concept Clip: Internet	Attendance	5	
					Concept Clip: Upward, Downward, Diagonal Communication			
					On the Job: Intermountain Healthcare			
10	10/28/24	11/2/24	Managing Conflict and Negotiating	Chapter 10	Concept Clip: Conflict	Self-Assessment: Chapter 10: What Do You Do When Interests Conflict?	5	11/3/24
					Concept Clip: Integrative Negotiation	Learn It: Chapter 10: Managing Conflict and Negotiating	10	
						Part 3: You Make the Decision: Social and Group Processes in Organizations	20	
						Attendance	5	
11	11/4/24	11/9/24	Traditional Leadership Approaches	Chapter 11	Concept Clip: Consideration vs. Initiating Structure	Part 4: Why Does Leadership Matter to Me?	3	11/10/24
					Concept Clip: Contingency Theory	Self-Assessment: Chapter 11: Your Motivation to	5	

						Lead		
					Concept Clip: Fielders Contingency Model	Learn It: Chapter 11: Traditional Leadership Approaches	10	
					On the Job: Fired from her job, she launched a cupcake empire	Attendance	5	
12	11/11/24	11/16/24	Contemporary Views of Leadership in Organizations	Chapter 12	Concept Clip: Path/Goal Theory	Self-Assessment: Chapter 12: Is Your Supervisor Abusive?	5	11/17/24
						Learn It: Chapter 12: Contemporary Views of Leadership in Organizations	9	
						Attendance	5	
13	11/18/24	11/23/24	Power, Influence, and Politics	Chapter 13	Concept Clip: Centralization vs Decentralization	Self-Assessment: Chapter 13: Power and Influence	5	12/1/24
			Organizational Structure and Design	Chapter 14	Concept Clip: Impact of Environment	Learn It: Chapter 13: Power, Influence, and Politics	11	
					Concept Clip: Organizational Design	Part 4: You Make the Decision: Leadership and Influence Processes in Organizations	20	
					Concept Clip: Types of Organizations	Part 5: Why Do Organizational Structures and Cultures Matter to Me?	6	
					On the Job: Honest Tea Organizational Structure	Self-Assessment: Chapter 14: Am I an Effective Delegator?	5	
						Learn It: Chapter 14: Organizational Structure and Design	8	
				Attendance	5			
14	11/25/24	Fall Recess						
15	12/2/24	12/7/24	Organizational Culture	Chapter 15	Concept Clip: Elements of Culture	Self-Assessment: Chapter 15: Refining Your Sense of Culture	5	12/8/24
					On the Job: The Environment and Culture at Recycline	Learn It: Chapter 15: Organizational Culture	11	
						Attendance	5	
16	12/9/24	12/14/24	Organization Change and Change Management	Chapter 16	Concept Clip: Need for Change	Self-Assessment: Chapter 16: What Is Your Tolerance for Ambiguity?	5	12/14/24
					Concept Clip: Organizational Development	Learn It: Chapter 16: Organization Change and Change Management	13	
					Concept Clip: Resistance to Change	Part 5: You Make the Decision: Organizational Processes and Characteristics	20	
					On the Job: Mitchel Gold and Bob Williams:	Final Exam	100	

					Organization Change and Development			
					On the Job: How Toyota Changed the Way we Make Things	Attendance	5	
						Total Points	586	