

# LINCOLN UNIVERSITY COURSE SYLLABUS

## COURSE NUMBER: BA-275I

### Course Title: Industrial & Organizational Behavior

(3 Units, 45 hours)

Course Start Date: August 20, 2012

Course End Date: December 3, 2012

#### Course Description:

The course examines organizational behavior in industry and within organizations as well as its impact on groups and individuals. Topics include: group dynamics, training, leadership, motivation, performance appraisal and job satisfaction. The course content should enhance the understanding of both employee well-being and organizational effectiveness. Research findings will assist in structuring organization policies and practices. (3 units) Prerequisite: Upper division standing.

#### Learning Objectives:

1. Students will gain an understanding of the guiding principles and concepts of organizational behavior.
2. Students will have learned how to effectively apply the principles of organizational behavior in international work settings.
3. Students will identify their key leadership strengths and will have developed personal strategies for developing them.

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#### Required Text:

Robbins, S.

2013 Organizational Behavior, 15<sup>th</sup> edition. Prentice Hall. Upper Saddle River, New Jersey. ISBN 10: 0-13-283487-1

Rath, T., Conchie, B.

2009 Strengths Based Leadership. Gallup Press. New York, NY. ISBN 10: 1595620257

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#### Instructor:

Dr. Mike Guerra

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Last Revised: 7/6/2012

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Office Hours: Room 301, Monday through Friday (10:00 AM to 3:00 PM) by arrangement

### Instructor Profile:

Academic: BS degree in Organizational Behavior, Master of Human Resources & Organization Development degree, Doctor of Education in Organization & Leadership with an emphasis in Pacific Leadership International.

Professional Experience: Manager with senior, executive, and chief executive experience in government. International management consulting experience specializing in process, strategic, and organization development.

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### Introduction:

#### **Welcome to Industrial & Organizational Behavior!**

In this syllabus, I will provide an overview of the course and the student expectations for this semester. It is important that you note the schedule of events, and assignments.

There are a few principles that we need to understand as we start this course. First, the nature of this course environment requires course participants to actively engage each other, and to encourage the learning process through our conversations and coursework. When everyone participates, the entire class or team has the opportunity to learn. In addition learning between the instructor and students flows two ways. I will learn from you just as you will learn from me.

In addition, your presentation skills will be refined during this course to help prepare you for your transition from the academic world to the business world.

My role, as your facilitator, is to guide you along the learning path and engage your ability to learn. Should there be any questions regarding this course material, attendance, and participation in this course, please contact me via Lincoln University e-mail.

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### Class Procedures:

Each session you will be provided various items: instructions, assignments, topics, questions for discussion, my comments, or a description of the activities for the day.

Instructional methodology includes: Lecture, class discussions, group and team work, practical exercises, and multimedia resources in either a brick and mortar classroom or a virtual classroom.

You will be reading and working on various exercises and answering discussion questions as an individual, in a pair, and in groups.

As you review the next section, you will notice there is no midterm and final exam. I will assess your understanding of the course material through the rigorous exercises and assignments listed below that include a case study, which requires you to apply everything you will have learned in this course to a business case.

### **Assignments & Coursework:**

**Assurance Exercise Assignments:** These are due the next class session following the session they were assigned. For example, an assignment listed in the syllabus for 8/23 would be due 8/30. Late assignments will be accepted without a 5% late penalty if they are submitted within one week of the due date. If they are submitted after the one-week grace period, a 5% late penalty will be assessed for each week they are late.

**Strengths Based Leadership Exercise:** Students will need to complete the online survey using the access code in the back of Rath's Strengths-Based Leadership book, and bring the printout of their top five leadership strengths to class on November 8. Completion of this exercise is valued at 10 points.

**Key Terms & Concepts Quizzes:** Students should become familiar with the key terms and concepts listed for each chapter and be prepared to take a short ten minute quiz within the first 15 minutes of class on those days when a quiz is scheduled. Unless there is a medical or documented emergency reason for being late for the quiz, there will be no make-up quizzes.

**Individual Experiential Exercises:** These are due using the same requirement listed under Assurance Exercises above. (\*The syllabus may indicate the same exercise number for two different assignments. For instance, during the first week of class, there is a homework assignment of "1A" for the Experiential exercise and the Assurance exercise. These are two different assignments.)

**Team Debates:** Student teams will work together to research either the pros/cons of a topic, identify key arguments, and develop a strong position/argument to support their position. They will then participate as a team in an in-class debate with the opposing point of view student team that will be moderated by the instructor. Students not participating in the event will evaluate the positions/arguments of the participating teams.

**Team Motivating Job Design Exercise:** Student teams will complete a homework exercise where the team will design a job that encompasses effective work motivation strategies. The teams will present their "job" to the class (10 minutes maximum) and class discussion will follow. This exercise will be evaluated based on how effectively the team incorporates the principles of motivation, and how effectively these are communicated to the audience.

**Case Study Analysis:** Student will individually analyze five comprehensive business cases and submit their completed work on December 3 using the case study evaluation framework in the text.

**Assignments must have:** The students first and last name at the top of the page. The title of the assignment must also be in the heading. Simply putting the date of the assignment is not correct and it will be downgraded 3% for not following instructions.

**Class Attendance Defined:**

(1) You are expected to contribute to the class discussions in meaningful ways. That means:

- contributing new and relevant information to the course discussion and from readings of the textbooks;
- commenting in a positive manner;
- building on the remarks of your fellow students;
- posing questions of your fellow students; and
- Sharing quotes, websites, and other supplementary information.

(2) Your grade will also be determined by:

- the quality of your responses;
- the timeliness of your response; and
- The ability of your comments to motivate others in a collaborative effort.

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**Learning Environment:**

The goal of the classroom environment is to be collaborative and communicative. To help facilitate collaborative communication, I would suggest that before you proofread or carefully consider your thought before speaking. There are times when an innocent comment can be miss-interpreted. Most of the time, any miss-communication can be rectified through open communication. However, if you find the content of a message offensive, please notify me.

**Grading**

***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

**A = Superior performance.** A superior performance. The assignment is well-written and contains an interesting and insightful analysis. The assignment has a central theme or idea and has supporting points. The analysis or argument is supported by primary academic resources. For a grade of 100%, the standard is publication quality.

**A- = Excellent performance.** The analysis and/or argument is interesting, clear, logical, and sound. However, it is not as original, or the analysis and argument is not as in-depth as an “A” paper. The analysis, argument, or approach is not as well researched and supported as in an “A” paper.

**B+ = Very good performance.** The analysis, approach, argument is reasonably clear. The ideas are not as clearly expressed as in the “A” or “A-“categories, but the analysis, approach, or argument contains some interesting points. There are some supporting references from primary sources; however, more supporting references would have strengthened the analysis, argument, or approach.

**B = Good performance.** A good performance that demonstrates a competent grasp of the course material. The analysis, approach, or argument is not as effectively structured as it should have been. There are a few interesting ideas or points within the paper. However, the analysis, approach, or argument would have been strengthened with more thought, insight, creativity, and organization. The applicable theories and concepts are briefly covered in the key points of the analysis, the approach, or the argument. However, serious improvement in these areas is required. Reliance more on secondary data sources than primary sources of data. The ideas are not as clearly expresses as in the “B+” category above.

**B- = Above Average performance.** An above average performance. Performance indicates a competent understanding, but not to the degree as indicated in the “B” grade category above. Argument, approach, or analysis primarily based on secondary reference sources. There are some problems with the organization and structure of the argument, analysis, or approach.

**C+ = A marginally above-average performance.** The structure and organization of the approach, analysis, or argument is often ineffective, unclear or unpersuasive. The central theme is either absent or unclear. Supporting references are based solely on secondary sources. Performance is not to the “B-“ grade level above.

**C = Average performance.** An average level of performance that indicates an acceptable comprehension of the basic concepts and theories being studied. The argument, approach, or analysis is sometimes incoherent with significant organizational and structural problems. Communication is an acceptable level for a university student. Supporting references are limited and based solely on secondary sources.

**C- = Below-average performance.** A below-average performance based on deficient studying of the course material and secondary research sources. Significant grammar, style, and punctuation errors to the degree that communication is unclear. There is no identifiable approach, argument, or analysis.

**D+ = Poor performance.** A poor level of performance with very little evidence of organization and structure. Serious grammar, punctuation, and style errors. Very little evidence of an argument, analysis, or approach.

**D = Very poor performance.** A very poor level of performance. There is virtually no evidence of a thoughtful expression of analysis, argument, or approach. Incoherent and unclear communication, structure, and organization.

**D- = Very poor performance.** Performance is even less that indicated in the “D” grade level above.

**F = Failing performance.** Work is not acceptable and/or timely. Academic credit is not earned. Performance borders on plagiarism.

### Course Grade Weighting:

Category	Percent	Point
Discipline Specific Key Terms and Concepts In-class Matching-Quizzes (the terms are in blue background at the end of the chapters at the bottom of the pages; 11 x 1.5 points each)	16.5%	16.5
Individual Case Incidents (12 x 2.50 points each)	30 %	30
Individual Ethical Dilemma Exercise	2.5%	2.5
In-Class Team Experiential Exercise Participation (5 x 1 point each)	5%	5
Team Debates (students will participate in one of the five debates)	5%	5
Team Job Design Homework Exercise	3%	3
Completion of the Strengths-Based Individual Leadership Development Exercise	8%	8
Individual Comprehensive Case Studies (Cases 1 to 5, 6 points each)	30%	30
	<b>100%</b>	<b>100</b>
<b>Individual Performance = 87% &amp; Group Performance = 13%</b>		

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### Format for Submitting Assignments

(1) Write your first and last name at the top of your paper along with the title of the assignment (papers will not be returned without credit if there is no name and/or assignment title).

(1) Use the APA/Chicago-Turabian guidelines for citing and documenting sources. If you need to refresh your knowledge of these guidelines, there are resources online and in the library. Lincoln’s library staff is there to help you locate those resources.

## **Academic References**

In the United States, Wikipedia is not considered an academic reference in education by most elementary schools, high schools, and colleges. This does not mean you cannot site this as a source much like you would use a magazine or newspaper articles as a reference. You can use these non-academic reference sources to point you in the right direction when you need an academic reference to support your approach, argument, or analysis. One of the best resources you have as a student is the academic databases that are available to you through Lincoln's library.

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## **Schedule & Assignments**

<i>Session</i>	<i>Course Outline</i>
August 20	<ul style="list-style-type: none"><li>• Introduction to course.</li><li>• <b>Chapter 1: What is Organizational Behavior?</b></li><li>• <b>Homework:</b> Case Incident #2 (pg. 35)</li></ul>
August 27	<ul style="list-style-type: none"><li>• <b>Chapter 2: Diversity in Organizations</b></li><li>• <b>Chapter 3: Attitudes and Job Satisfaction</b></li><li>• <b>In-class:</b> Experiential Exercise (pg. 89)</li><li>• <b>Homework:</b> Case Incident #1: The Flynn Effect (pg. 63)</li></ul>
September 10	<ul style="list-style-type: none"><li>• <b>Chapter 4: Emotions and Moods</b></li><li>• <b>Key Terms &amp; Concepts Quiz</b></li><li>• Goleman's EI Model</li><li>• <b>Homework:</b> Case Incident #2 (pg. 124)</li></ul>
September 17	<ul style="list-style-type: none"><li>• <b>Chapter 5: Personality &amp; Values</b></li><li>• <b>Chapter 6: Perception &amp; Individual Decision-Making</b></li><li>• <b>Key Terms &amp; Concepts Quiz (from 5 &amp; 6)</b></li><li>• <b>In-class:</b> Experiential Exercise (pg. 193)</li><li>• <b>Homework:</b> Case Incident #2 (pg. 158)</li></ul>
September 24	<ul style="list-style-type: none"><li>• <b>Chapter 7: Motivation Concepts</b></li><li>• <b>Chapter 8: Motivation from Concepts to Applications</b></li><li>• <b>Key Terms &amp; Concepts Quiz (from 7 &amp; 8)</b></li><li>• <b>Group Homework Exercise: Constructing a motivating job design.</b></li><li>• <b>Homework:</b> Case Incident #1 (pg. 264)</li></ul>
October 1	<ul style="list-style-type: none"><li>• <b>Chapter 9: Foundations of Group Behavior</b></li><li>• <b>Team Job Design Presentations</b></li><li>• <b>Key Terms and Concepts Quiz</b></li><li>• <b>In-class:</b> Experiential Exercise (pg. 299)</li><li>• <b>Homework:</b> Case Incident #1 (pg. 300)</li></ul>

October 8	<ul style="list-style-type: none"> <li>• <b>Chapter 10: Understanding Work Teams</b></li> <li>• <b>Key Terms &amp; Concepts Quiz</b></li> <li>• <b>In-class:</b> Team Debate #1: Point/Counterpoint (pg. 326)</li> <li>• <b>Homework:</b> Case Incident #1 (pg. 328)</li> </ul>
October 15	<ul style="list-style-type: none"> <li>• <b>Chapter 11 : Communication</b></li> <li>• <b>Key Terms &amp; Concepts Quiz</b></li> <li>• <b>In-class:</b> Experiential Exercise (pg. 361)</li> <li>• <b>Homework:</b> Ethical Dilemma (pg. 361) and Case Incident #2 (pg. 362)</li> </ul>
October 22	<ul style="list-style-type: none"> <li>• <b>Chapter 12: Leadership &amp; Strengths-Based Leadership</b></li> <li>• <b>Complete Strengths-Based Leadership text and complete online assessment by the star of this class session.</b></li> </ul>
October 29	<ul style="list-style-type: none"> <li>• <b>Chapter 13: Power &amp; Politics</b></li> <li>• <b>Key Terms &amp; Concepts Quiz</b></li> <li>• <b>In-class:</b> Team Debate #2: Point/Counterpoint (pg. 436)</li> <li>• <b>Homework:</b> Case Incident #1 (pg. 438)</li> </ul>
November 5	<ul style="list-style-type: none"> <li>• <b>Chapter 14: Conflict &amp; Negotiations</b></li> <li>• <b>Key Terms &amp; Concepts Quiz</b></li> <li>• <b>Discussion of Comprehensive Case Study Assignments</b></li> <li>• <b>Homework:</b> Case Incident #1 (pg. 473)</li> </ul>
November 19	<ul style="list-style-type: none"> <li>• <b>Chapter 15: Foundations of Organizational Structure</b></li> <li>• <b>Key Terms and Concepts Quiz</b></li> <li>• <b>In-class:</b> Team Debate #3: Point/Counterpoint (pg. 503)</li> <li>• <b>Homework:</b> Case Incident #1 (pg. 506)</li> </ul>
November 26	<ul style="list-style-type: none"> <li>• <b>Chapter 16: Organizational Culture</b></li> <li>• <b>Key Terms &amp; Concepts Quiz</b></li> <li>• <b>In-class:</b> Team Debate #4: Point/Counterpoint (pg. 534)</li> <li>• <b>Homework:</b> Case Incident #2 (pg. 537)</li> </ul>
December 3	<ul style="list-style-type: none"> <li>• <b>Chapter 18: Organizational Change &amp; Stress Management</b></li> <li>• <b>Key Terms &amp; Concepts Quiz</b></li> <li>• <b>In-class:</b> Experiential Exercise (pg. 608)</li> <li>• <b>Comprehensive Cases Due at the start of class.</b></li> </ul>