

**BA 275 – Industrial and Organizational Behavior**  
Course Syllabus  
Spring 2012

**Course Number and Title:** BA 275 – Industrial and Organization Behavior  
**Credit Units:** 3 (45 lecture hours)  
**Lecture Schedule:** Tuesdays, 6:30 PM – 9:15 PM  
**Instructor:** Tesfaye Ketsela, Ph.D.  
**Contact Information:** [tketsela2@aol.com](mailto:tketsela2@aol.com) Mobile Phone: (510) 837-5078

**Required Text Book:**

Robbins, Stephen P., *Organizational Behavior* (9th ed., 2001), New Jersey: Prentice Hall  
**ISBN-13:** 978-0130327062

(Students should bring this textbook to class.)

**Other Text Books: (Available in library for reference)**

Robbins, Stephen B and Judge, Tim A. (2006), *Organizational Behavior* (12 ed.).  
New Jersey: Prentice Hall

Nelson, Debra L and Quick James Campbell (2006), *Organizational Behavior:  
Foundations, Realities and Challenges*. San Francisco: South West  
Educational Publishers

**Supplemental Readings**

Will be assigned as course progresses

**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*

**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

### **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 switched them to "Silent" mode so that there will be no disruption of 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 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 team member in group assignments (required)*

The grading system will be according to the Lincoln University policy which is as follows;

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

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

**Date of the Last Update of this Course Syllabus:** January, 2012

**Course Schedule and Activities are attached.**

**Industrial and Organizational Behavior (BA 275)**  
**Schedule of Class Activities**

**Spring Semester: January 17/2012 – May 1/2012**

**Instructor: T. Ketsela, Ph.D.**

Week	Topics to be covered	Chapters to be covered (Students should read the chapters in advance of class)	Activities	Remarks
Week 1 Tuesday, Jan 17 6:30 PM – 9:15 PM	<ul style="list-style-type: none"> <li>• Introduction to OB</li> <li>• Developing Models</li> <li>• Individual Behavior</li> <li>• Ability</li> <li>• Learning</li> </ul>	Chapters 1 and 2	Lecture, class discussion, question and answer session	
Week 2 First Week Tuesday, Jan 24 6:30 PM – 9:15 PM	<ul style="list-style-type: none"> <li>• Values, attitudes and job satisfaction</li> <li>• Personality and Emotions</li> </ul>	Chapters 3 and 4	Lecture, class discussion, question and answer session, Point and counter point exercise	
Week 3 Tuesday, Jan 31 6:30 PM – 9:15 PM	<ul style="list-style-type: none"> <li>• Perception and Decision Making,</li> <li>• Motivation</li> <li>• Class Discussion</li> </ul>	Chapters 5 - and 6 and 7	Lecture, class discussion, question and answer session, Cases	”
Week 4 Tuesday, Feb 7 6:30 PM – 9:15 PM	<p style="text-align: center;">The Group</p> <ul style="list-style-type: none"> <li>• Group foundation</li> <li>• Stages of group devpt</li> <li>• Groups Structure and process</li> <li>• Groups Decision Makink</li> </ul>	Chapters 8 and 9	Lecture, class discussion, question and answer session, Cases	
Week 5 Tuesday, Feb 14 6:30 PM – 9:15 PM	<p>Communication</p> <ul style="list-style-type: none"> <li>• Functions of Communication</li> <li>• Interpersonal</li> <li>• Organizational</li> <li>• Channels</li> </ul>	Chapter 10	Lecture, class discussion, question and answer session	

Week 6 Tuesday, Feb 21 6:30 PM – 9:15 PM	Leadership <ul style="list-style-type: none"> <li>• Theories of Leadership</li> <li>• Trait Theory</li> <li>• Behavioral</li> <li>• Contingency</li> </ul>	Chapter 11	Lecture, class discussion, question and answer session, Case exercises	
Week 7 Tuesday, Feb 28 6:30 PM – 9:15 PM	Contemporary Issues in Leadership <ul style="list-style-type: none"> <li>• Trust</li> <li>• Moral Leadership</li> <li>• Emotional Intelligence</li> </ul>	Chapter 12	Lecture, class discussion, question and answer session, Case exercises	
Week 8 Tuesday, March 6 6:30 PM – 9:15 PM	<b>Mid-term examination on Chapters 1 to 9</b>		Lecture, class discussion, question and answer session, Cases	
Week 9 Tuesday, March 13 6:30 PM – 9:15 PM	<b>Spring Recess: March 13 to March 17</b>			
<b>Week 10 Tuesday, March 20 6:30 PM – 9:15 P</b>	<b>Student Presentation of Group Project</b>	<b>Group Project</b>	<b>Students present their project assignments followed by questions, and comments from students</b>	
Week 11 Tuesday, March 27 6:30 PM – 9:15 PM	Power and Politics <ul style="list-style-type: none"> <li>• Bases of Power</li> <li>• Group Power</li> <li>• Power and employee issues at the work place</li> </ul> The Organization System <ul style="list-style-type: none"> <li>• Structure (simple, bureaucracy, matrix)</li> <li>• Span of control</li> </ul>	Chapters 14 and 15	Lecture, class discussion, question and answer session, Cases	
Week 12 Tuesday, April 3 6:30 PM – 9:15 PM	Work Design and Technology <ul style="list-style-type: none"> <li>• Process reengineering</li> <li>• Mass communication</li> <li>• E-world and OB</li> </ul>	Chapter 16	Lecture, class discussion, question and answer session, Cases	

Week 13 Tuesday, April 10 6:30 PM – 9:15 PM	Human Resource Policies and Practices <ul style="list-style-type: none"> <li>• Recruitment and Selection</li> <li>• Training Development</li> <li>• Performance Evaluation</li> <li>• Managing Diversity</li> </ul>	Chapter 17	Lecture, class discussion, question and answer session, Cases	
Week 14 Tuesday, April 17 6:30 PM – 9:15 PM	Organizational Culture: <ul style="list-style-type: none"> <li>• The role of culture in OB</li> <li>• How culture is learned at work</li> </ul> Customer focused culture	Chapter 18	Lecture, class discussion, question and answer session, Cases	
Week 15 Tuesday, April 24 6:30 PM – 9:15 PM	Organizational Dynamics <ul style="list-style-type: none"> <li>• Forces of Change</li> <li>• Managing change</li> </ul> Issues on contemporary change and organizational dynamics	Chapter 19	Lecture, class discussion, question and answer session, Cases	
Week 16 Tuesday, May 1 6:30 PM – 9:15 PM	<b>Final Examination</b>			

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.