Syllabus

Course Information:

- Number/Section   OBHR 3310.002
- Title   Organizational Behavior
- Term   Fall 2016
- Days/Times/Location   F / 10:00-12:45 / JSOM 2.804

Professor Information:

- Professor   Jeff A. Weekley, PhD
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- Hours   MW / 11:00-12:00

OVERVIEW	
Pre-requisites	RHET 1302 and MATH 1325/2413/2417
Course Description	OBHR 3310 is an overview course of behavior in organizations. Organizations are interested in improving employee performance, engagement, knowledge and skills, and coordination. Employees are interested in the same things, but from a different point of view. We will begin at an individual level of analysis (e.g., individual differences, diversity, attitudes, motivation, and stress), and move to group (e.g., teams, conflict, leadership, and decision making) and organizational (e.g., structure, politics, and culture) levels of analysis. The objective of the course is to enable a better understanding of "Why do people in organizations do what they do?"
Learning Objectives	• Understand the critical differences between people (attitudes, motives, abilities, personality, etc.) and how these impact their behavior. • Be able to diagnose individual behavior to identify the cause(s) of it and determine appropriate actions (if any) to take. • Understand basic concepts relevant to group dynamics, decision making, and conflict resolution. • Apply basic theories of leadership to better understand the actions of self and others. • Recognize the impact of organization structure and politics on individual and group level actions. • Identify the causes and consequences of culture and the actions needed to change it. • Be able to integrate concepts from all three levels of analysis to create a more effective organization.

Required Text/Materials	*Required Text* **Book Title**: Organizational Behavior V2.0 **Author(s)**: Talya Bauer, Berrin Erdogan **eISBN:** 978-1-4533-7119-0 Publisher: www.flatworldknowledge.com Go to https://students.flatworldknowledge.com/course/2470759. Articles. Additional readings are available via links or on the eLearning site.

DATE	TOPIC	ASSIGNMENTS
8-26	Administration/Intro to OB	Chapter 1
9-2	Diversity/Individual Differences	Chapter 2
9-9	Individual Differences	Chapter 3 Weiner & Rasch: IBM. Generational Differences at Work Are Much Ado About Very Little/eLearning site
9-16	Attitudes and Behaviors	Chapter 4
9-23	Stress and Emotions/Motivation	Chapter 7 & 5
9-30	Motivation/ Performance Management	Chapter 5 & 6
10-7	Performance Management/Communication	Chapter 6 & 8 Kerr: Academy of Management Executive. On the Folly of Rewarding A, While Hoping for B/eLearning site
10-14	Exam I	
10-21	Groups and Teams/Conflict	Chapter 9 & 10 Mumford et al: Team role Typology/eLearning site
10-28	Conflict/Decision Making	Chapter 10 & 11
11-4	Decision Making / Leadership	Chapter 11 & 12
11-11	Power and Politics	Chapter 13
11-18	Structure / Change	Chapter 14
11-25	FALL BREAK – NO CLASS	
12-2	Culture GROUP PROJECTS DUE	Chapter 15 Klein: Organizational Dynamics. Creating Cultures that Lead to Success (Lincoln Electric and SAS cases only) /eLearning site
12-9/12-15	EXAM II	

GRADING	
Criteria	Points: • Exams 50% or 200 points • Group Project 25% or 100 points • Quizzes /Exercises/ Participation 25% or 100 points

	376 points or greater A 360-375 points A- 348-359 points B+ 333-347 points B 320-332 points B- 308-319 points C+ 293-307 points C 280-292 points C- 240-279 points D 239 points or less F	
Exams	There will be two exams will be in class and closed notes/book. Exams are <u>not</u> cumulative and will cover only the material (book and class) since the last exam. Exam questions will be multiple guess and come from the book, class lecture, and the assigned readings. Students will need to bring a green scantron sheet to each exam. There will be no makeup exams. If you cannot make the exam, you will be expected to contact me and make arrangements one week in advance to take it prior to the rest of the class. Unacceptable excuses will receive a 0 for that exam.	
Group Project	Groups of 4-5 will be formed the first week of class to work on a team project. Your goal will be to lay out a 3 year plan for an organization you and your colleagues are starting. Every startup has a business plan – you are designing the organizational component of it. Using the concepts you learn in class, devise a plan that accounts for significant growth. Your startup is successful, so determine how you will grow from 4-5 employees to 100 or more in three years. Although any format is acceptable, think in terms of how the organization, group(s), and individuals will be managed and how this will/will not change over time as you grow. Your final paper should be 12-15 pages, double spaced (not counting references, charts, figures, etc.). It should include brief descriptions of the organization's mission (the business you are creating), the OB issues to be addressed, and more detailed descriptions of the <u>specific actions</u> you would take to deal with them. The teams who make the best grades do not regurgitate the concepts covered in class or the book, but instead <u>apply</u> them. How would you structure the business and why? What type of culture will you create and why? How will you use individual differences to support the business, which ones, and why? How will you manage performance, what will you reward, and why? Will you rely on teams or not and why? Write as if I were an angel investor you are soliciting funding from and convince me you have thought through this part of your business plan. I am interested in your ability to apply the concepts learned – you don't need to include everything (e.g., if business is solely based in one country, global culture is not relevant), but you should have a cogent reason for everything you are recommending. Finally, make sure the recommendations fit with one another (e.g., don't recommend use of teams <u>and</u> individual level performance measures/rewards).	

	Organization and governance will be left to each team. You will need to figure out amongst yourselves how best to coordinate to get this done. To minimize social loafing, peer reviews may be gathered at the end and used to adjust individual grades on the paper up or down (this will be done based on feedback from the team that one or more members are not contributing).
Quizzes, Exercises, and Participation	Throughout the class, you will be given short quizzes, case studies, or exercises to complete. These will be assigned a % grade and averaged at end of class to determine the number of points earned. As they are designed to encourage attendance and participation, they will occur unannounced and at random intervals through the semester. There will be no make-up quizzes or exercises. If you miss class that day, you will receive a zero (0) for that grade. Telling me in advance that you will not be in class, for whatever reason, will not change the grading policy. No exceptions. The value of the course will depend in large part on the participation of everyone. It will be evaluated on the basis of both attendance and the frequency of actual involvement in discussions, debates, and exercises. All are expected to contribute their thoughts. Reading the assigned materials before class is key to your ability to participate effectively. Any time spent in class will cover materials not in the book or integrating them in some fashion, so understanding the basic concepts will be up to you to do beforehand. Phones, laptops, and other wireless devices are to be left off during class. Anyone who persists in checking their phone, texting, etc. will be asked to leave the class for that day. Listen, take notes (the old fashion way), speak up, and have fun.

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Information in this syllabus is subject to change at the discretion of the Instructor.