



## Syllabus



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# MGMT 566: Organizational Behavior

credits: 4 CRN# 40184

Summer Term 2008, July 12th - September 5th

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## Course Description

### Overview

Organizational behavior is an important field of study for anyone who plans to work and influence the behavior and change in organizations. The course focuses on applying behavioral science concepts in order to understand and analyze organizational experiences. Interpersonal processes are considered through examination of the roles of power, politics, ethics and conflict in organizations. Topics include individual behavior, interpersonal relations, small group relations, relations between groups, and the role of leadership in organizations.

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## Prerequisites

ENG 500: The Writing Process and CRIT 500: Critical Thinking

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## Blackboard Orientations

**There are no face-to-face sessions for this course.** If you have never taken an Online Interactive Course (OIC) at the college, we highly recommend that you attend one of the [2-hour Blackboard Orientation sessions](#) available throughout the state. If you choose not to attend a face-to-face session, you are encouraged to view our new [Online Orientation with audio](#) at your own convenience.

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## Required Resources

### Textbook:

- Steven L. McShane and Mary Ann Von Glinow, **Organizational Behavior**, 4th ed., New York, NY, Irwin McGraw-Hill, © 2008. (ISBN 0073341622)
- Lynne C. Lancaster and David Stillman, **When Generations Collide**, New York, NY. HarperCollins, © 2002. (ISBN 0-06-662107-0)

The textbook is available online at MBS Direct at: <http://bookstore.mbsdirect.net/gsc.htm> (The course-CRN number for ordering this textbook is: 40184). Textbooks can also be purchased from MBS via phone, mail or fax. For additional information, visit the Online Bookstore section of the college web site.

**PLEASE NOTE:** It is the learner's responsibility to have purchased all required course materials before the start of the course. Learners are expected to meet all course expectations even if the shipment of a required textbook or other learning resource is delayed. Be sure to choose the

shipping option that will get your text/resource delivered in a timely manner.

Granite State College has a Virtual Library website within the course (see tab above). The virtual library provides information about conducting research and citing information, as well as links to databases and other useful information on the Web. A list of Center Librarians is also listed.

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## Learning Outcomes

As a result of this learning experience you will be able to:

1. Explain the systems approach as it is applied to human and organizational behavior.
  2. Identify the role of personality and perception affecting behavior in organizations.
  3. Compare and contrast traditional and contemporary approaches to work motivation.
  4. Discuss the importance of groups in organizations and how they can influence organizational efficiency and effectiveness.
  5. Evaluate the role of leadership and what determines effective leadership.
  6. Explain the importance of effective communication.
  7. Discuss, apply and critique contemporary issues and approaches to organizational ethics, teamwork, leadership, globalization, and organizational culture and structures.
  8. Discuss ethical principles and issues, as well as dilemmas created by value and role conflicts that influence behavior and decision making.
  9. Identify, analyze, and provide viable solutions to problems within organizations.
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## Evidence of Accomplishment

### Reading Assignments

In addition to your Required Resources a number of readings have been identified to add value to the course. The readings and completion dates are listed on the reading list identified in each of the course modules. Many of these readings are from applied business publications. Online links are provided for all readings. It should be noted that some exam questions and online discussion questions may be based on these readings.

### Self Assessments

Four self-assessment exercises will be completed on-line as part of this course. You must complete each of the Self Assessment assignments listed below and provide an abstract of your findings via assignment links provided in the modules in which each of these are due:

- OIC Comfort Zone Self- Assessment, which can be located at [http://bbresources.granite.edu/course\\_docs/comfort\\_zone.htm](http://bbresources.granite.edu/course_docs/comfort_zone.htm). Due July 18th at 11:00 p.m.
- Keirsey Personality Profile ([www.keirsey.com](http://www.keirsey.com)) – due August 1st at 11:00 pm.
- Conflict Management Style ([www.conflict911.com](http://www.conflict911.com)) - due August 15th at 11:00 pm.
- Leadership Self Assessment (<http://www.pib.net/assessment.htm>) - due August 29th at 11:00 pm.

When submitting your self-assessments you should consider the following questions as a summary of your learning experience:

- What do I understand better as a result of this learning experience?
- What remains unresolved or contentious about the learning?
- What do I need to do to improve or understand to be more effective?

### Discussion Board

You are expected to participate in the discussion forums. Although a wide range of participation is welcome, two aspects of your participation will be graded: general discussion and contribution to course related topics and posting links to Organizational Behavior (OB) resources (articles, web sites, resources, current issues, news items, etc...). Your postings should include a complete citation of the information source, an abstract of your findings, and the relevance of the resource to course concepts. You may also post a question related to the article to stimulate discussion. **You will be required to submit one entry during the term. Selection of topics will be assigned at random by the instructor.** Additional information regarding the posting of OB resources can be found by reading the Resource Scavenger Hunt page within the Introduction folder of Course Content.

### Research Paper

Each member of the class is required to do a research paper on one of the following topics:

**Is gender discrimination the main reason women are paid less than men?** or

**Is diversity in the workplace a worthwhile goal for corporations?**

The research paper must be 8 to 10 pages in length, not including references. The paper is something you will work on during the weeks of the course. It is designed to give you a deeper appreciation of the issues facing organizations.

For your papers, the writing is no different than would be expected in any live classroom. Your papers are expected to be clear and to the point, well researched, well referenced and without typographical or grammatical errors. You are expected to make good use of the writing tools available to you in Microsoft Word. Additionally, you are expected to write your research papers in the proper research style using MLA guidelines. If you don't know about that style, you should consult your Student Resource Center, as well as your writing manuals and the MLA web site. See [Granite State College's Virtual Library](#) for more details. Please see the **Writing Rubric** page for a thorough description of how your writing will be evaluated.

### Mid Term Exam

The mid term exam will consist of essay type questions and/or case analyses that focus on broad terms and concepts covered in the text, course readings, discussions. Emphasis will be placed on the application of concepts and theory learned.

The exam will be posted and available two weeks prior to due date. You may use any materials while completing the exam but are not permitted to interact with others to discuss exams until after the deadline for exam submission.

### Case Analysis

Two case studies from your textbook will be assigned during the term. The case analysis will be evaluated on objective analysis and application of concepts and theories learned.

### Book Review

You will submit a book review, maximum of four typed pages, on **When Generations Collide**, by Lynne C. Lancaster and David Stillman. The book review should provide background on the author (s), the underlying thesis of the book, and a review of the key concepts presented in the writing. In addition, you should evaluate the importance of the reading to your learning and personal development.

Specific chapters will be assigned (see Outline of Course Structure and Content) and questions related to the assigned reading will be posted on the discussion board. You should take advantage of this opportunity to apply theory to the assigned chapter(s) and reflect on the values, culture, and

relationships as they apply to organizational behavior and business adaptability.

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### Performance Evaluation

Participation and completion of this course is based on your active participation in all online activities: chat sessions, discussion boards, team projects, submission of assignments, and constructively posting and critiquing the work of other participants. Points will be given for:

- Offering up ideas or resources and inviting critique
- Asking challenging questions
- Exploring and supporting issues by adding explanations and examples· Reflecting on and reevaluating personal opinions
- Negotiating interpretations, definitions, and meanings

The following weighting will be used:

Assignments	% of Final Grade
Participation (Chat, Discussion Board, OB Resource Contributions)	25%
Self Assessments	15%
Mid Term Exam	30%
Research Paper	15%
Book Review	10%
Case Analyses (2) Taken from textbook	5%
<b>Total</b>	<b>100%</b>

**Course Grading Scale:** The letter grade is representative of Granite State College's grading system.

A: 100-95	B: 86-84	C: 76-74	D: 66-64
A-: 94-90	B-: 83-80	C-: 73-70	D-: 63-60
B+: 89-87	C+: 79-77	D+: 69-67	F: 59-0

Failure to submit the assignments on time will result in a one grade reduction, (for example; an A grade will result in a B grade). The results from your assessments will be compared to the norms for organizational members and learners. Individual results are for your use only and will not be shared by name with anyone else unless you choose to do so.

**NOTE:** Students must receive a grade of "C" or better for all courses in their major.

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### Academic Honesty

An academic community is based on honesty and integrity. All work that you submit should be your own. When summarizing or explaining ideas that are based on another's work, make sure to cite references appropriately. (For more information on proper citation, see the Library's website: <http://granite.edu/library/citing.htm>). Plagiarism will not be tolerated. Plagiarism is using another's words or even paraphrasing another's work without giving proper credit through the use of citations. For questions regarding Granite State College's academic honesty policy, see page 65 of the

college catalog.

## Outline of Course Structure & Content

The course is broken down into the following Modules and Major Activities:

Module/Title/Date	Activities
<p><b>Module 1: The Study of Organizations</b></p> <p>Week 1</p> <p>July 12 - 18</p>	<ul style="list-style-type: none"> <li>• <b>Read:</b> <ul style="list-style-type: none"> <li>○ Organization Behavior 4th edition: Chapters 1 and 16, Appendix A (pp.538-555).</li> <li>○ When Generations Collide: Chapters 1 through 4.</li> <li>○ Assigned Article: Organizational Effectiveness: Changing Concepts for Changing Environments, by Joseph McCann, Human Resource Planning, Volume 27, Issue 1, 2004. The article is available on EBSCOHOST.</li> </ul> </li> <li>• <b>Complete:</b> <ul style="list-style-type: none"> <li>○ Select one of the two topics presented for your Research Paper and submit your topic to the instructor: by July 18th.</li> <li>○ Comfort Zone Self-Assessment: due July 18th at 11:00 p.m.</li> <li>○ Discussion forum posting on Organizational Effectiveness: July 12th through 18th.</li> </ul> </li> </ul>
<p><b>Module 2: Organization Processes: Communications and Decision Making</b></p> <p>Week 2</p> <p>July 19 - 25</p>	<ul style="list-style-type: none"> <li>• <b>Read:</b> <ul style="list-style-type: none"> <li>○ OB: Chapters 8 and 11.</li> <li>○ Assigned Article: The Power of Talk: Who gets Heard and Why, by Deborah Tannen, Harvard Business Review, September-October 1995. The article is available on EBSCOHOST.</li> </ul> </li> <li>• <b>Complete:</b> <ul style="list-style-type: none"> <li>○ Case Study 11.1: Bridging the two Worlds: The Organizational Dilema, questions 1 &amp; 2 (pages 334-335)</li> <li>○ Discussion forum postings: The Power of Talk: July 19th through 25th.</li> </ul> </li> </ul>
<p><b>Module 3: Individual/Interpersonal Behavior and Workplace Motivation</b></p> <p>Weeks 3 and 4</p> <p>July 26 - August 8</p>	<ul style="list-style-type: none"> <li>• <b>Read:</b> <ul style="list-style-type: none"> <li>○ OB: Chapters 4 and 5.</li> <li>○ When Generations Collide: Chapters 5 through 9.</li> <li>○ Assigned Article: One More Time How Do You Motivate Employees? by Fredrick Herzberg, Harvard Business Review, January 2003. The article is available on EBSCOHOST.</li> </ul> </li> <li>• <b>Complete:</b> <ul style="list-style-type: none"> <li>○ Keirsey Personality Profile: due August 1st.</li> <li>○ Discussion Forum on Emotional Intelligence: July 26th through August 1.</li> <li>○ Discussion Forum on Motivation: August 2nd through 8th.</li> <li>○ Begin working on your research paper: July 19.</li> <li>○ Continue working on your research paper- throughout Module.</li> </ul> </li> </ul>
<p><b>Module 4: Group and Team Behavior - Conflict, Power and Politics</b></p>	<ul style="list-style-type: none"> <li>• <b>Read:</b> <ul style="list-style-type: none"> <li>○ OB: Chapters 9, 10, 12, 13.</li> <li>○ Assigned Article: The Discipline of Teams, Jon Katzenbach and Douglas Smith, Harvard Business Review, March-April, 1993. The article is available on</li> </ul> </li> </ul>

<p>Week 5</p> <p>August 9 - 15</p>	<p>EBSCOHOST.</p> <ul style="list-style-type: none"> <li>● <b>Complete:</b> <ul style="list-style-type: none"> <li>○ Conflict Management Assessment: due August 15th.</li> <li>○ Discussion forum postings: Groups and Teams, August 9th through 15th.</li> <li>○ Mid Term Exam, due August 15th.</li> <li>○ Communicate progress relative to your research paper via Messages to your instructor: by Aug 15th.</li> </ul> </li> </ul>
<p><b>Module 5: The Role of Leadership</b></p> <p>Week 6</p> <p>August 16 - 22</p>	<ul style="list-style-type: none"> <li>● <b>Read:</b> <ul style="list-style-type: none"> <li>○ OB: Chapters 14.</li> <li>○ When Generations Collide: Chapters 10 through 14.</li> <li>○ Assigned Article: The Seven Ages of the Leader, by Warren Bennis, Harvard Business Review, January 2004. The article is available on EBSCOHOST.</li> </ul> </li> <li>● <b>Complete:</b> <ul style="list-style-type: none"> <li>○ Leadership Self Assessment: Due August 29th.</li> <li>○ Discussion forum postings: Leadership Challenges, August 16th through 22nd.</li> <li>○ Case Study 14.1: A Window on Life, 423-424, Questions 1-3. Submit via assignment link by August 22<sup>nd</sup>.</li> <li>○ Submit draft of Research Paper via this Assignment Link for instructor feedback: by August 22nd.</li> </ul> </li> </ul>
<p><b>Module 6: The Structure and Design of Organizations</b></p> <p>Week 7</p> <p>August 23 - 29</p>	<ul style="list-style-type: none"> <li>● <b>Read:</b> <ul style="list-style-type: none"> <li>○ OB: Chapters 6 and 15.</li> <li>○ When Generations Collide: Chapters 15 through 21.</li> </ul> </li> <li>● <b>Complete:</b> <ul style="list-style-type: none"> <li>○ Book Review "When Generations Collide, Due August 29th.</li> <li>○ Discussion forum postings: When Generations Collide, Value and Insights, August 23rd through 29th.</li> <li>○ Revise draft of Research Paper based on Instructor feedback you have received.</li> </ul> </li> </ul>
<p><b>Module 7: Managing Organizational Change</b></p> <p>Week 8</p> <p>August 30 - September 5</p>	<ul style="list-style-type: none"> <li>● <b>Read:</b> <ul style="list-style-type: none"> <li>○ OB: Chapter 17.</li> <li>○ Assigned Article: The Hard Side of Change, by Sirkin, Keenan &amp; Jackson, Harvard Business Review, October, 2005. The article is available on EBSCOHOST.</li> </ul> </li> <li>● <b>Complete:</b> <ul style="list-style-type: none"> <li>○ Submit final draft of Research Paper via this Assignment Link: by September 5th.</li> <li>○ Discussion forum postings: Organizational Change, August 30th through September 5th.</li> </ul> </li> </ul>

**Note:** The content of this syllabus is subject to change as needed.

## ADA

Granite State College will provide qualified individuals with disabilities the same educational opportunities available to persons without disabilities. When an individual's documented disability creates a reasonable accommodation to remove the barrier. If you need assistance, it is important that you make contact early to ensure that your requests can be reviewed prior to the start of each term. If you wish to apply for accommodations, contact your academic advisor or the dean of learner services in the Administration Offices in Concord. See ADA in the college catalog for details.

## Institutional Assessment

Assessment is an ongoing process that enables the College to improve its programs, courses, and teaching methods. Institutional evaluation may be embedded in tests, exams, and other measurements of student learning. As members of a learning community, students, faculty, and staff will be expected to participate in the important process of assessment on occasion. Confidentiality of any data that identify participants is maintained.

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## Technical Assistance

For assistance with accessing your course or with other technical issues regarding your online course, contact the [GSC Technical Assistance Center](http://bbresources.granite.edu/techassist/help.htm) (<http://bbresources.granite.edu/techassist/help.htm>) or call **1-888-372-4270** (Hours: M-F, 8:30-5:00, on weekends messages are checked daily).

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