MGMT 459
ORGANIZATIONAL BEHAVIOR: THEORY AND APPLICATION

4 Credit Hours
Course Dates: 24th March to 1st June, 2014
Mode of Delivery: Online

INSTRUCTOR: Omid E. Furutan, Ph.D.
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OFFICE HOURS: BY APPOINTMENT
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REQUIRED TEXTS AND MATERIALS

Access to a personal computer is required. All written assignments must be word processed
MGMT 459
ORGANIZATIONAL BEHAVIOR: THEORY AND APPLICATION

Organizational behavior is the scientific study of the behavioral processes that occur in work settings. The field of organizational behavior borrows many concepts and methods from the behavioral and social sciences, such as psychology, sociology, political science, and anthropology. As a result, issues and topics touching on many academic disciplines may become the subject of study in the field of organizational behavior. In the workplace today, a good understanding of the theory of human relations in organizations is essential. Some contemporary organizational issues include individual and group dynamics, motivation, leadership, organizational structure, morale, power, labor-management behavior, organizational change and development.

COURSE DESCRIPTION

The objective of this course is to help the participant understand behaviors of self and others in an organizational setting through analysis of behavioral science fundamentals. This course is designed to heighten understanding of the influence of individual and group behavior on quality, productivity, and organizational goal accomplishment. It will examine theories of communication, leadership, motivation, group dynamics, change, conflict management, power and politics, organizational culture, and culture differences to create effective organizational functioning.

LEARNING OUTCOMES

Upon the successful completion of this course, you will be able to:

1. Trace the historical developments and schools of thought leading up to the field of organizational behavior.
2. Identify the fundamental characteristics of the field of organizational behavior.
3. Demonstrate an understanding of different theories of motivation and their contingent applicability to insure high probability of organizational success.
4. Demonstrate an understanding of the dynamics of groups and teams and their impact on organizational success.
5. Understand the impact of centralization and decentralization on organizational stakeholders.
6. Identify and explain the conditions through which goal setting can be used to improve job performance.
7. Describe the major consequences from low levels of organizational commitment and how to overcome them.
8. Describe how organizations today manage diversity in the workforce.
9. Describe the effectiveness of diversity management programs.
10. Describe the adverse effects of stress, including burnout, and explain how individual differences play roles in such effects. Describe individual as well as organizational techniques for managing stress.
11. Identify how successful teams can be built and used for organization’s success.
12. Describe the process of communication and its role in organizations. Describe how people can improve the effectiveness of the communication in organizations.
13. Explain how people the various organizational and cultural factors that influence the decision-making process.
14. Describe the various techniques for enhancing the quality of individual as well as group decisions.
15. Describe various theories of leadership and situations in which they have higher probability of success.
16. Describe underlying causes for conflict and how it can be managed.
17. Define organizational culture and explain how it affects employee behavior.
18. Define and discuss influencing process and use of power and politics in organization.
19. Explain characteristics of organizational structure and impact of different structures on human behavior.
20. Identify what occurs during organizational change and the forces responsible for successful organizational change.

**EXPECTATIONS**

- Review the syllabus and course schedule for each week’s assignment(s).
- Read all assigned materials for each class session.

**OVERVIEW OF COURSE ACTIVITIES AND GRADING**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Discussion Forums (9 @ 2% each)</td>
<td>18</td>
</tr>
<tr>
<td>Quizzes (9 @ 3% each)</td>
<td>27</td>
</tr>
<tr>
<td>News Write-Up (3 @ 5% each)</td>
<td>15</td>
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<tr>
<td>Final Project (Individual)</td>
<td>20</td>
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<tr>
<td>Final Examination</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
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Please consult with me for guidance in determining your decimal grade.

**EXPLANATION OF ASSIGNMENTS AND GRADING**

**BLACKBOARD DISCUSSION FORUMS**

Participation is an essential aspect of business today. Highly interactive on-line discussions provide students with the following:

1. more personal, in depth understanding of the concepts,
2. experience applying concepts to real world problems;
3. a more pleasant course experience for both students and instructor.

There will be 9 discussion questions related to the readings assigned for the respective weeks. To participate, you must contribute to the on-line discussion forums by reading the material before participating. Each student will post one initial comment on each of the nine discussion questions by maximum Thursday of that week. The definition of participation for this part is: thoughtful answers, responses, or comments of at least 300 words for each of the discussion questions or statements.
In addition, each student must also post four different responses of at least **150 words** to four different comments of other students on each of the nine discussion questions. The **definition of participation for your responses to other students’ posts is:** asking intelligent questions, answering questions of other participants, and/or leading discussions about current events and issues you may have read about or experienced related to the subject at hand. One or two sentences of agreements or disagreements will not count.

Each discussion forum is open for only one week and all postings must be made between Mondays to Sundays. **Because students are required to comment on their classmates’ responses, all initial posts to the question posed for the respective week must be submitted by **Thursday of that week.**

**QUizzes**

There will be 9 quizzes related to the readings assigned for the respective weeks. Students will have access to the quizzes on a weekly basis, and they are to be completed on a timely basis as you complete your readings for the week. The quizzes must be completed within the due dates and in Blackboard only. **Once you launch the quiz it must be completed within that attempt.** Do not e-mail or fax me your answers. The quizzes are multiple and true/false choices.

**It is important that you complete the quizzes, save them, and print them for future study.** I will randomly select from these multiple and true/false choices for inclusion in your final exams. There are, therefore, no surprises!

**NEWS WRITE-UPS**

Each student will post 3 News Write Ups on the Discussion Board of the Blackboard. News Write Up is a short (about 500 words double spaced) description of a current event (no more than 1 month old) related to the topics of the course. It should contain the following:

1) Very brief description of the event or the news (about 150 words)
2) Its connection to a specific topic of OB (about 150 words)
3) How can others benefit and/or learn from it (about 200 words)
4) Provide the source of the article and/or its Internet link

You must write the News Write-Up directly on Blackboard following the above format. Label and bold each section heading. **Do not** attach a document for your News Write-Up.

**Dates due are as follows:**

1) **1st Write Up by April 6th**
2) **2nd Write Up by April 27th**
3) **3rd Write Up by May 18th**

**FINAL PROJECT**

Each student will watch the movie Office Space (1999) directed by Mike Judge and write a summary paper: 10-12 pages, double spaced, 12-point Times New Roman font, 1” margins. You must reference all your research in text. Please proof-read your paper before submitting it. The paper must be free of spelling and grammar mistakes. It must be a logically written, coherent paper. It should include at least 10 references. Include a Reference page. The paper is due in Week 9 (Midnight Sunday) and must be uploaded to the SafeAssignment section of Blackboard designated for the assignment.
The objective of watching the movie and writing a summary paper is to learn about organizations as represented by the organizations in the movie, and the following important areas of Organizational Behavior:

1. Motivation: How are people motivated at work (and what de-motivates them)? *Chapters 3-7*
2. Group Dynamics: Successful and unsuccessful groups and teams and how the teams’ effectiveness (or lack thereof) impact organizational performance and productivity. *Chapters 8-13*
3. Organizational Structure and Culture:
   - Appropriateness of structure to the environment, objectives, and strategy (how people are arranged into teams/departments on the organizational charts),
   - “Personality” of each organization, which includes: core values and beliefs *Chapters 14-18*
     - rules for behavior
     - language used
     - important rituals
     - important symbols and artifacts
     - relationship with employees
     - its appropriateness and relevance to organizational history and the culture

**Writing Standards**

All writing assignments in this course must be word-processed and checked for spelling and grammar. The following are to be taken into consideration by the student when writing the papers in this course:

**Content:**
- Completed all parts of assignment
- Developed thoughtfully with appropriate support for ideas
- Synthesized and evaluated appropriate materials
- Original and appropriate approach – clear thesis

**Organization:**
- Logical plan
- Appropriate order of ideas
- Appropriate beginning and conclusion
- Appropriate cohesion and progression of ideas and transitions
- Proper headers and sub-headers

**Form and Mechanics:**
- Correct language control
- No grammatical or sentence errors
- No spelling, punctuation, and capitalization errors
- Correct idiom and word usage

**Due Date:** May 25th
Late Submissions

**I do not allow late submissions or assign extra credit for assignments missed.** Only in the most extreme emergencies will students be allowed to miss an examination or delay the submission of an assignment, **and in such a case the instructor must be informed beforehand.**

Incompletes

An Incomplete is not given automatically or lightly. Anyone requesting an incomplete will have to do so in writing and will be considered only if:

- At least 50 percent of course activity have been completed;
- The student is at least pulling a minimum B grade;
- No points will be given for missing participation in the Discussion Forums and quizzes.

Academic Honesty

Your attention is called to the section of the University of La Verne Catalog entitled "Academic Honesty" (2013-2014 Catalog).

Any student found to be violating this section of the catalog will be given a grade of **ZERO** for the assignment in question. Repeat offenders (including other courses) will get an "F" for this course. There is a "no tolerance" standard in this course for academic dishonesty.

Each student is responsible for performing academic tasks in such a way that honesty is not in question. Unless an exception is specifically defined by an instructor, students are expected to maintain the following standards of integrity:

- All examinations, term papers, oral and written assignments, and recitations are to be the work of the student presenting the material.
- Any use of wording, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the course; use of the exact wording requires a "quotation" format. (University of La Verne Catalog, 2013-2014)
## COURSE SCHEDULE

The following schedule of activities has been provided as a general guide to the course. I may elect to adjust the outline to meet the unique needs of the class.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC AND ASSIGNMENT</th>
<th>READINGS</th>
</tr>
</thead>
</table>
| 1    | March 24 – 30 | Organizational Behavior and Opportunity Challenges for Managers  
Quiz 1, Discussion 1 | Chapter 1  
Chapter 2 |
|      | Due:        |                                                                                      |                |
| 2    | March 31 – April 6 | Personality, Perception, and Attribution  
Attitudes, Emotions, and Ethics  
Quiz 2, Discussion 2, News Write-Up 1 | Chapter 3  
Chapter 4 |
|      | Due:        |                                                                                      |                |
| 3    | April 7 – 13 | Motivation at Work  
Learning and Performance Management  
Quiz 3, Discussion 3 | Chapter 5  
Chapter 6 |
|      | Due:        |                                                                                      |                |
| 4    | April 14 – 20 | Stress and Well-Being at Work  
Communication  
Quiz 4, Discussion 4 | Chapter 7  
Chapter 8 |
|      | Due:        |                                                                                      |                |
| 5    | April 21 – 27 | Work Teams and Groups  
Decision Making by Individuals and Groups  
Quiz 5, Discussion 5, News Write-Up 2 | Chapter 9  
Chapter 10 |
|      | Due:        |                                                                                      |                |
| 6    | April 28 – May 4 | Power and Political Behavior  
Leadership and Followership  
Quiz 6, Discussion 6 | Chapter 11  
Chapter 12 |
|      | Due:        |                                                                                      |                |
| 7    | May 5 – 11  | Conflict and Negotiation  
Jobs and the Design of Work  
Quiz 7, Discussion 7 | Chapter 13  
Chapter 14 |
|      | Due:        |                                                                                      |                |
| 8    | May 12 – 18 | Organizational Design and Structure  
Organizational Culture  
Quiz 8, Discussion 8, News Write-Up 3 | Chapter 15  
Chapter 16 |
|      | Due:        |                                                                                      |                |
| 9    | May 19 – 25 | Career Management  
Managing Change  
Quiz 9, Discussion 9, Individual Project | Chapter 17  
Chapter 18 |
|      | Due:        |                                                                                      |                |
| 10   | May 26 – June 1 | Review of all of the chapters  
Final Examination (Chapters 1-18) |                |