



UNIVERSITY OF LA VERNE

## Course Syllabus

### MGMT 459

### ORGANIZATIONAL BEHAVIOR: THEORY AND APPLICATION

4 Credit Hours

**Course Dates:** 21<sup>st</sup> March to 29<sup>th</sup> May, 2016

**Mode of Delivery:** Online

**INSTRUCTOR:** Omid E. Furutan, Ph.D.

**OFFICE:** Leo Hall #205

**OFFICE HOURS:** BY APPOINTMENT

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### REQUIRED TEXTS AND MATERIALS

Nelson/Quick (2014). *ORGB* (4<sup>th</sup> ed). South-Western. ISBN-10: 1285423267

*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**

<i>Assignment</i>	<i>Percentage</i>
Discussion Forums (9 @ 2% each)	18
Quizzes (9 @ 3% each)	27
News Write-Up (3 @ 5% each)	15
Final Project (Individual)	20
Final Examination	20
<b>TOTAL</b>	<b>100</b>

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 may be completed in multiple attempts.** Do not e-mail or fax me your answers. The quizzes are multiple and true/false choices.

To avoid errors in the system, I highly recommend that while taking your quizzes you save the quiz after answering each question. Although the system should automatically save the quiz as you go to the next question, it is possible that your answer does not register as you go to the next question. **To avoid such an error make sure that after answering each question you save the quiz before moving on to the next question.** This way you may stop the quiz and take it from where you finished last at a later date.

**It is important that you study the quizzes to prepare for the final exam.** I will randomly select from these multiple and true/false choices for inclusion in your final exam. There are, therefore, no surprises! You can access your quizzes at anytime from “My Grades” section of Blackboard.

## ***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

**Each of the above sections must be shown as a bolded title with the text below it.**

### **Example of a News Write-Up for the International Management Course:**

*“Wal-Mart in Costa Rica Begins Construction of Mega Distribution Centre” – Inside Costa Rica*

## **Description of Event**

In an article published in 'Inside Business' Costa Rica edition news was broken that Wal-Mart has begun construction of an almost 50,000 square meters (just over 12 acres) distribution centre that will not only be Wal-Mart's largest in the region, but the largest building of its kind in the region. Located in Coyol, Alajuela, this new facility will supply not only regional Wal-Mart's, but other stores that Wal-Mart owns in Costa Rica, such as Masxmenos, Maxi Pali, and Pali. Wal-Mart's strategy when entering the Costa Rican market ended with them buying out many of the local retailers that were already established in the country. This large distribution centre will allow the company to increase availability of items by centralizing the suppliers under one roof that is conveniently close to the businesses that need it. The distribution centre is slated to end up costing Wal-Mart sixty-eight million US dollars and will employ over two hundred direct employees over the next five years. Wal-Mart expects the new facility to begin operating in the first half of the year 2013.

## **Connection to International Business**

This action that Wal-Mart is taking in Costa Rica is an example of *horizontal expansion*. Horizontal expansion takes place when a multinational company takes its business practice and duplicates it overseas to supplement overseas operations, without affecting operations in the home country. This new distribution centre in Costa Rica is not intended to replace any of the distribution centres in the United States, so this does not fall into the category of *vertical expansion*. Businesses use horizontal expansion in order to improve their operations in that separate market, instead of using the foreign operations to help supplement their domestic market operations. This is the strategy being employed by Wal-Mart. We can see that in action because they have an entirely separate division, *Wal-Mart Mexico & Central America* that handles all the business in that region. This regional style of managing the company is known as *geographic area structure*, which is defined in Global Business as a way of organizing a multinational company based on different geographic areas, most appropriate to engage in a localization strategy.

## **How Others Benefit/Learn from Situation**

Other companies can definitely learn from Wal-Mart's example. It's a definite strengthening of the supply chain, allowing Wal-Mart to provide a much more efficient distribution and expedite turnaround times, which is very important in retail businesses. Wal-Mart's United States distribution centres are gems of the industry, allowing Wal-Mart to replenish items almost as soon as they are taken off the shelves. With the new distribution centre in Costa Rica, the company can begin to implement some of the same practices that are used in the United States and never let any of its stores (whether the Wal-Mart brand or the other local brands) have empty shelves. This is a great example of how to horizontally expand once a company has taken control of the local market. What it needs to do next is to increase its efficiency, which is what Wal-Mart did in establishing this distribution centre. This will result in gains for Wal-Mart and its customers and clients. Customers will not have to deal with empty shelves and clients can sell more of their merchandise to the giant retailer. The distribution centre being very local will help both its Wal-Mart brand and its local brands. Since the Wal-Mart brand sells more of the American items that Costa Ricans are looking for, Wal-Mart stores in Costa Rica will not have to wait long to replenish their items. For the other brands, local



## 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 22<sup>nd</sup>**

## 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" (2015-2016 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, 2015-2016)

## 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.

<b>WEEK</b>	<b>DATE</b>	<b>TOPIC AND ASSIGNMENT</b>	<b>READINGS</b>
1	March 21 – 27	<i>Organizational Behavior and Opportunity Challenges for Managers</i> <b>Due:</b> <i>Quiz 1, Discussion 1</i>	Chapter 1 Chapter 2
2	March 28 – April 3	<i>Personality, Perception, and Attribution Attitudes, Emotions, and Ethics</i> <b>Due:</b> <i>Quiz 2, Discussion 2, News Write-Up 1</i>	Chapter 3 Chapter 4
3	April 4 – 10	<i>Motivation at Work Learning and Performance Management</i> <b>Due:</b> <i>Quiz 3, Discussion 3</i>	Chapter 5 Chapter 6
4	April 11 – 17	<i>Stress and Well-Being at Work Communication</i> <b>Due:</b> <i>Quiz 4, Discussion 4</i>	Chapter 7 Chapter 8
5	April 18 – 24	<i>Work Teams and Groups Decision Making by Individuals and Groups</i> <b>Due:</b> <i>Quiz 5, Discussion 5, News Write-Up 2</i>	Chapter 9 Chapter 10
6	April 25 – May 1	<i>Power and Political Behavior Leadership and Followership</i> <b>Due:</b> <i>Quiz 6, Discussion 6</i>	Chapter 11 Chapter 12
7	May 2 – 8	<i>Conflict and Negotiation Jobs and the Design of Work</i> <b>Due:</b> <i>Quiz 7, Discussion 7</i>	Chapter 13 Chapter 14
8	May 9 – 15	<i>Organizational Design and Structure Organizational Culture</i> <b>Due:</b> <i>Quiz 8, Discussion 8, News Write-Up 3</i>	Chapter 15 Chapter 16
9	May 16 – 22	<i>Career Management Managing Change</i> <b>Due:</b> <i>Quiz 9, Discussion 9, Individual Project</i>	Chapter 17 Chapter 18
10	May 23 – 29	Review of all of the chapters <b>Due:</b> <i>Final Examination (Chapters 1-18)</i>	