

BUS 401 ORGANIZATIONAL BEHAVIOR

Syllabus

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COURSE CREDIT:

Three Semester Hours

PREREQUISITES:

Principles of Management BUS 361 with a minimum grade of C. Please send the instructor a copy of a transcript evidencing the prerequisite.

COURSE MATERIALS:

To order textbooks or obtain information about book titles you may go to www.exstudies.adams.edu and click on the “ASC Bookstore” icon.

Use **Section Number: 603** to order books from Bookstore site.

Required Textbook:

Ancona, D., T. Kochan, M. Scully, & D.E. Westney. *Managing for the Future: Organizational Behavior and Processes, third edition.* Cincinnati, OH: Thomson Southwestern, 1998. ISBN: 0-324-05575-7

COURSE DESCRIPTION:

In the workplace today, a good understanding of the theories of human relations in organizations is essential. Participants in the course will explore these theories. The emphasis will be on the application of behavioral science knowledge to contemporary organizational issues, which may include individual and group dynamics, motivation, leadership, organizational structure, morale, power, labor-management behavior, organizational change, and development.

COURSE OBJECTIVES/STUDENT LEARNING OUTCOMES:

The specific objectives of this course are as follows:

- Explain the terminology associated with organizational behavior.
- Introduce students to the framework of the “new” organization and the three lenses—strategic design, political, and cultural—from the behavioral sciences perspectives.
- Provide opportunities to apply these theories to real organizational and managerial problems.

- Learn about teamwork and work teams.
- Allow students to examine their own behavior and beliefs about organizations and contrast them with the theories and observations of others.
- Encourage students to become critical readers of the business press, the trends it discusses, and the services offered by different organizational consultants.
- Enable students to be informed and engaged participants in organizational transformation.
- Understand the systems approach as applied to human and organizational behavior.
- Gain knowledge of contemporary issues and approaches to the organizational change facing organizations.
- Apply organizational behavior approaches to the analysis of one organization's initiative(s).
- Score a C or better on all combined course requirements.

COURSE REQUIREMENTS:

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.

Students learn in a variety of ways, so this course will include varied teaching media, including cases, experiential exercises, readings, papers, projects in real organizations, and videotapes. One of the goals of this course is to get students to be more aware of their own beliefs and actions, to compare these with the conceptual material and their responses in exercises, and perhaps to change the way they think and act as managers.

Organizational behavior lends itself to a heavy emphasis on experiential exercises. The course will be a mix of my lecture notes, cases, and application through experiential exercises for the individual.

Traditional Learning

Predefined learning
 One-way communication
 Broadcast learning
 Goal of knowledge accumulation
 Linear learning
 Instruction
 Predictable outcome
 Product-oriented
 Theory-based

Experiential Learning

Customized learning
 Two-way dialogue
 Interactive learning
 Goal of knowledge, skills, & attitude development
 Non-linear learning
 Discovery
 Not always predictable
 Process oriented
 Perceptions-based

The course will focus on changes going on in organizations today and some of the most commonly held visions of what the “organization of the future” will look like. A great deal of time will be spent laying out the three theoretical lenses—strategic design, political, and cultural—and weaving them through-out the lenses. The lenses are used to help analyze organizations and direct managerial action. The course will place emphasis on skills and the actions managers need to accomplish to cope effectively with change.

The textbook is divided into modules, which are then further divided into “core” and “supplemental.” The modules are organized in four groupings: Analytics, Teams, Organizations, and Skills. The required readings are listed in the syllabus, but, if time is available, it is suggested that you also read the other readings to supplement your understanding of the topics and issues. The textbook includes readings from academics, consultants, and the popular press, some of which contradict each other, so that students can debate what the future will look like, what actions are appropriate in various situations, and what is hype versus reality.

The aim of this course is not to teach the “correct” way to manage or the “perfect” way to design an organization. There is no perfect way. Rather it is to provide a general understanding of possible managerial approaches to particular problems and introduce ways to analyze the various social costs and benefits typically associated with any given approach.

GRADE DISTRIBUTION AND SCALE:

In alignment with ASC academic policies, no D may apply to a major or minor field.

Grade Distribution:

Class Assignments (6)	90 points
Case Analyses (2)	50 points
Midterm Exams	100 points
Final Exam	200 points
Project	<u>100 points</u>
Total Points	540

Scale:

90-100%	A
80-89%	B
70-79%	C
60-69%	D
59% and below	F

COURSE INSTRUCTIONS

A module a week is covered in the on-campus course. This is where correspondence courses have an edge. You can take more time to digest the material before requesting an exam. You should, though, turn in the assignments, reports, and case analyses assigned to a module after you complete that module. The instructor will not accept the assignments, reports, and case analyses, if sent in all at once.

All exams and assignments are graded as soon as possible upon receipt. The exams themselves are not returned to you as they are often used for other correspondence students who are currently taking the course along with you. If you would like to see your exam, arrangements can be made with your proctor for you to view the exam and then return it to us.

After you have completed assignments and read and comprehended Modules 1 – 7, refer to the Guidelines for Proctored Exams and submit your Exam Request Form for the proctored Midterm Exam **three weeks before** you plan to take the exam. The Final Exam is comprehensive, but will concentrate on Modules 8 – 14. When you are ready, refer to the Guidelines for Proctored Exams and submit your Exam Request Form for the proctored Final Exam **three weeks before** you plan to take the exam. Lecture notes and the book can be used during both exams, but both exams are proctored. There is no time limit, but each exam must be completed in one testing period. If available, please use a word processor to answer the questions on both exams. If a word processor is not available, please print clearly.

ADA Statement:

Students who need special accommodation to complete this class should contact the instructor and the Office of Student Affairs, 719.587.7221 as soon as possible.

How to Use These Course Materials: A Plan Of Action

1. Read your Study Guide carefully. The instructor has outlined and mapped your readings, assignments, and exams for you.
2. The Study Guide's brief course **Syllabus** outlines the course's schedule as to assignments and exams. There is a midterm exam following Module 7; a comprehensive final exam will be taken following the last module, Module 13.
3. Begin your assignments by reading **Lesson 1** of your Study Guide. This will give you your reading assignment, a quick module overview, and instructor comments which highlight and emphasize important concepts and definitions. Your required assignments that are to be submitted to your instructor are explained in each set of instructions.
4. The modules indicated in the Study Guide are in your textbook. Read carefully and completely the assigned textbook material; read the supplemental material also if you can to amplify your learning of the new material.
5. Submit your assignments, reports, and case analyses after you complete each lesson. Proceed to the next set of lesson instructions.
6. Be sure to request exams using the enclosed Exam Request Forms three weeks before you plan to take the exam; you must arrange to have both exams proctored.