SYLLABUS

Instructor: Dr. Linda Reid, D.B.A
E-mail: lwreid@adams.edu
Phone: 719.587.7131
Address: Adams State University
         School of Business
         208 Edgemont Blvd.
         Alamosa, CO 81101

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:

Textbooks can be purchased from the Adams State University Bookstore. To order textbooks or obtain information about book titles, you may go to www.exstudies.adams.edu and click on the "Undergraduate" or "Educators K-12" icon. Click on the "Bookstore" link. Select "DISTLEARN" from the department menu. (http://adams.edu/students/sub/bookstore/)

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

If you have questions, you can contact the Bookstore at 719-587-7981, e-mail Loretta Martinez at lcmartin@adams.edu, or send a mailed request to ASU Bookstore, 208 Edgemont Blvd. Suite 3140, Alamosa, CO 81101.

Required Textbook:


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.
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<thead>
<tr>
<th><strong>Traditional Learning</strong></th>
<th><strong>Experiential Learning</strong></th>
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<tbody>
<tr>
<td>Predefined learning</td>
<td>Customized learning</td>
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<tr>
<td>One-way communication</td>
<td>Two-way dialogue</td>
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<tr>
<td>Broadcast learning</td>
<td>Interactive learning</td>
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<tr>
<td>Goal of knowledge accumulation</td>
<td>Goal of knowledge, skills, &amp; attitude development</td>
</tr>
<tr>
<td>Linear learning</td>
<td>Non-linear learning</td>
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<tr>
<td>Instruction</td>
<td>Discovery</td>
</tr>
<tr>
<td>Predictable outcome</td>
<td>Not always predictable</td>
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<tr>
<td>Product-oriented</td>
<td>Process oriented</td>
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<tr>
<td>Theory-based</td>
<td>Perceptions-based</td>
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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 ASU academic policies, no D may apply to a major or minor field.

Grade Distribution:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Class Assignments (6)</td>
<td>90</td>
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<tr>
<td>Case Analyses (2)</td>
<td>50</td>
</tr>
<tr>
<td>Midterm Exams</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>200</td>
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<tr>
<td>Project</td>
<td>100</td>
</tr>
<tr>
<td>Total Points</td>
<td>540</td>
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Scale:

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

ADA STATEMENT:

Students who need special accommodation to complete this class should contact the instructor and the Diversity Officer in the Office of Equal Opportunity at 719.587.8213 as soon as possible.

EXAMINATIONS:

Please refer to the Guidelines for Proctored Exams and submit your Exam Request Form three weeks BEFORE you plan to take the exam.