

**Gustavus Adolphus College
Department of Economics and Management**

**E/M 261: ORGANIZATIONAL BEHAVIOR AND MANAGEMENT
M/T/W/F 12:30PM – 1:20PM, BH 119, Fall 2015**

Instructor: Wei Fu

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Course Description

E/M 261: Organizational Behavior (OB) is the study of both group and individual performance and activity within an organization. OB draws primarily from the disciplines of psychology and sociology. Based on research from those areas, OB tries to better understand the attitudes and behavior of individuals and of groups in organizational settings.

Course Objectives

- Define organizational behavior and identify the variables associated with its study.
- Explain the relationship between personality traits and individuals' behavior.
- Describe the factors that influence the formation of individuals' attitudes and values.
- Discuss the importance of individuals' moods and emotions in the workplace.
- Apply the study of perception and attribution to the workplace.
- Summarize the major theories of learning and the techniques of behavior modification.
- Discuss the factors influencing individual decision-making in organizations.
- Describe the major theories of motivation and relate them to organizational performance.
- Describe best practices for utilizing groups and work teams in organizations.
- Define diversity and describe the effects of diversity in the workforce.
- Discuss the influence of culture on organizational behavior.
- Describe the factors influencing effective communication in organizations.
- Summarize the major theories of and approaches to leadership.
- Explain the effects of power and political behavior on organizations.
- Describe the nature of conflict and the negotiation process.
- Explain how to manage resistance to change.
- Discuss the factors that influence decisions about organizational structure.

Teaching Techniques

E/M 261: Organizational Behavior will involve several teaching techniques, including the following:

- Lecture presentation of basic concepts.
- Audiovisual material illustrations of "real time" organizational behavior.
- In-class student question and answer sessions / student discussion of course contents.

- Individual presentations and group activities.

Required Textbook

Organizational Behavior
Robbins/Judge
16th Edition

Moodle Class Website:

A class website on Moodle has been created for posting messages, class announcements, and additional study materials.

Grading Criteria

The course grade will be based on the following required grading elements.

Grading Criteria	Maximum Grade Points
Class Discussion	45*
Attendance	30
Quizzes	40
Reflection Paper	20
Team Project	45
Exam 1(35 questions)	35
Exam 2(35 questions)	35
Exam 3(35 questions)	35
Exam 4(35 questions)	35*
Final Exam: 35 question examination in Final Exam week	35
Total Number of Potential Grade Points	320

*see explanations blow

Class Discussion. Class discussion is an important part of the course. The student is strongly encouraged to participate in discussion during the class time. Additional points available beyond 45 points indicated will be considered as extra credit points.

Attendance. Attendance is required for this class. An excused absence will be granted only for personal illness, death in the family, or other EXTRAORDINARY circumstances, and must be

verified in writing by a physician or appropriate authority. The penalty for absence will be 2 pts per occasion, and the penalty for being late will be 1 pt per occasion.

Ten Minutes Quizzes. I will randomly give occasional ten-minute quizzes, which are unannounced quizzes based on material covered in that day's or the previous class's lecture, throughout the semester. Each quiz will be worth 4 points.

- a) An unexcused absence on the day of a quiz will result in a "0" for that quiz. ***Arriving late for a quiz will also result in a "0"!***
- b) **Excused Absences.** Some absences may qualify as "Excused Absences," e.g., personal medical problems, family crises (family death, serious family illness), jury duty, court appearances, etc. Proof of reason for an absence due to an illness or family crisis **requires documentation. Job/work vs. class attendance conflicts do not automatically qualify as reasons for an Excused Absence.**
- c) Students who miss a quiz with a **valid written excuse** will be assigned the class average for that quiz. For example, if you miss quiz #7, and the class average for that quiz was 2.5 out of 4 points, you will be given 2.5 points for that assignment. Keep in mind that you **MUST** have documentation for an absence to be excused – calling my office and leaving a voice mail or e-mailing me that you won't be in class is not sufficient.

Reflection Paper (Due on Oct 28th or 29th)

Each student will **present and write** a short paper (no more than 3 pages, double-spaced, with 1-inch margins) that describes **one real life situation that illustrates a theory discussed in class.** The situation can come from the news or a personal experience. If it comes from the news, then it must be based on a current event. The presentation must provide the class with enough details to understand the event that occurred, explain how it is related to one or more theories presented in class, and propose what might be done in response to the situation. Students should coordinate to ensure that only one person covers a particular theory.

Team Project (Due on Dec 15th)

The purpose of the project is to give your team an opportunity to apply what has been learned in the course (through course lectures, readings, and discussions) to problems which you have identified in an organization of your team's choice. Class members will work in teams of four or five. Your team should identify a public, private, or non-profit organization to study. You may choose an organization in which your team members work or have interests.

Your team is to gather information from people in the organization through direct contact with them or from the media, the organization's literature, and other secondary sources. *You should identify a relatively recent problem to analyze (i.e., your project should not be based on a historical account of a problem and the company's solution to it).* *You should focus your analysis on applying **the concepts from the course.*** While it is acceptable to incorporate several concepts from the course, please aim for depth rather than breadth regarding the use of course concepts. **Your goal is to diagnose the mechanisms that are causing the problem or issue of concern in the organization.** Initially, you may notice many symptoms (for instance, high turnover, seemingly low morale, low commitment, low motivation etc.), but your task is to identify the

underlying reason for these symptoms. Beware: sometimes the initial symptoms we think we see are not what they appear to be.

To meet these broad goals, your team should **answer the following questions**:

- a) What are the issues or problems facing the organization?
- b) What course concepts can be applied to understand why this problem is occurring?
- c) What recommendations can you offer to help improve organizational functioning?

Deliverables (Team Project):

1. The project proposal is due on Nov 13th. It should include:

- a) the names of your group members
- b) your team name
- c) the name of the organization
- d) the name, contact information and level of your contact person
- e) the method you will use to gain access to the organization
- f) a brief description of the problem facing the organization and a brief summary of your proposed solution (one paragraph)

2. Your written project is due on Dec 15th, and each team will make an oral presentation of its project. The written project should contain a maximum of 15 double—spaced pages (1—inch margins, 12—point font). You will be penalized significantly for exceeding this limit. The limit does not include appendices, which you are free to use to provide charts, figures, or other background material not necessary in the main body of your analysis. However, appendices that are not directly referenced in the main text will not be read. **LATE PROJECT WRITE-UPS WILL NOT BE ACCEPTED.**

Your group project will be evaluated on the following criteria:

- a) Problem definition: How well (i.e., thoroughly and concisely) do you describe the organizational context, the relevant parties, and the factors that are important to the problem?
- b) Accurate and thorough use of course concepts.
- c) Integration of course concepts with information about the company and problem, i.e., how well do you integrate course concepts with information about the problem to illuminate the problem in a way that leads to the finding of solutions?
- d) The extent to which recommendations are consistent with analysis.
- e) The quality of the written analysis.
- f) The quality of the oral presentation.

Weighting of Final Team Project

Points (45 Total)

Written Paper	25
Oral Presentation	20

Examinations. There will be *five* in-class exams. The exams are comprised of multiple-choice questions, and you can drop the lowest exam grade.

Calculation of the Course Grade. The course grade will be based on the class performance on these required assignments, with possible scores totaling 320 points.

A: 90%-100%

B: 80-89%

C: 70%-79%

D: 60%-69%

F: <59%

CLASS POLICIES

Disability Services. “If you have a documented disability (or you think you may have a disability of any nature) and, as a result, need reasonable academic accommodation to participate in class, take tests, or benefit from the College’s services, then you should speak with the Disability Services staff, for a confidential discussion of your needs and appropriate plans. Course requirements cannot be waived, but reasonable accommodations may be provided based on disability documentation and course outcomes. Accommodations cannot be made retroactively; therefore, to maximize your academic success at Gustavus, please contact Disability Services as early as possible. Disability Services (www.gustavus.edu/advising/disability/) is located in the Academic Support Center. Disability Services Coordinator, Kelly Karstad, (kkarstad@gustavus.edu or x7138), can provide further information.”

Academic Misconduct. *Faculty Handbook* Section 2.2.9, November 2006.

All students in attendance at Gustavus Adolphus are expected to be honorable. Academic misconduct will be subject to disciplinary action. Any act of dishonesty in academic work constitutes academic misconduct. This includes plagiarism, the changing or falsifying of any academic documents or materials, cheating, and the giving or receiving of unauthorized aid, in tests, examinations, or other assigned school work. Penalties for academic misconduct will vary with the seriousness of the offense and may include, but are not limited to: a grade of “F” on the work in question, a grade of “F” for the course, reprimand, probation, suspension, and expulsion. For a second academic offense, the penalty is permanent expulsion.

Tentative Schedule (Fall, 2015)

Date	Assignment	
09/08	Tuesday	Course Introduction
09/09	Wednesday	Chapter 01
09/11	Friday	Theories
09/14	Monday	Chapter 01
09/15	Tuesday	Chapter 02
09/16	Wednesday	Chapter 02
09/18	Friday	Theories (Affective Events Theory, Attribution Theory, et al.)
09/21	Monday	Chapter 03
09/22	Tuesday	Chapter 03
09/23	Wednesday	Chapter 03
09/25	Friday	Theories (Reinforcement Theory, Equity Theory et al.)
09/28	Monday	Reflection Paper Due
09/29	Tuesday	Reflection Paper Due
09/30	Wednesday	Chapter 04
10/02	Friday	Examination 1: 35 Questions (Chapters 1, 2, &3)
10/05	Monday	Chapter 04
10/06	Tuesday	Nobel Conference
10/07	Wednesday	Nobel Conference
10/09	Friday	Chapter 05
10/12	Monday	Chapter 05
10/13	Tuesday	Chapter 06
10/14	Wednesday	Chapter 06
10/16	Friday	Examination 2: 35 Questions (Chapters 4, 5, &6)
10/19	Monday	Chapter 07
10/20	Tuesday	Chapter 07
10/21	Wednesday	Chapter 07
10/23	Friday	Cases
10/26	Monday	Fall Break. No Class
10/27	Tuesday	Fall Break. No Class
10/28	Wednesday	Chapter 08
10/30	Friday	Chapter 08

11/2	Monday	Chapter 08
11/3	Tuesday	Chapter 09
11/4	Wednesday	Chapter 09
11/6	Friday	Examination 3: 35 Questions (Chapters 7, 8, &9)
11/9	Monday	Chapter 10
11/10	Tuesday	Chapter 10
11/11	Wednesday	Chapter 10
11/13	Friday	The Project Proposal
11/16	Monday	Chapter 11
11/17	Tuesday	Chapter 11
11/18	Wednesday	Chapter 11
11/20	Friday	Cases
11/23	Monday	Chapter 12
11/24	Tuesday	Chapter 12
11/25	Wednesday	<i>Thanksgiving. No Class</i>
11/27	Friday	<i>Thanksgiving. No Class</i>
11/30	Monday	Examination 4: 35 Questions (Chapters 10, 11, & 12)
12/01	Tuesday	Chapter 13
12/02	Wednesday	Chapter 13
12/04	Friday	Chapter 13/14
12/07	Monday	Chapter 14
12/08	Tuesday	Chapter 14
12/09	Wednesday	Chapter 15
12/11	Friday	Chapter 15
12/14	Monday	Team Project Due
12/15	Tuesday	Team Project Due
12/17	Final Week	Final Exam (35 Questions: chapter 13, 14, & 15)

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- The instructor reserves the right to make changes to the tentative syllabus.

ADDITIONAL COURSE INFORMATION

I will not send messages to Gmail, Hotmail, Facebook, or Twitter.