

Gustavus Adolphus College
E/M – 261 Organizational Behavior and Management
Fall 2015- Full Course Syllabus

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Office Hours: 10:30-11:30 a.m. on Monday, Tuesday, Wednesday and Friday
 *All preferably by appointment – text or email me please
 * I have a virtual assistant, Teresa Lombard, who helps with our group projects
 * She can be reached at tunheimasst@gmail.com

On-line Hours: Thursday all day from my home office; daily before class and after; often well into the evening.

Purpose: The purpose of this course is to identify, understand, and apply basic principles of human behavior (individual and group) within the setting of a business. In addition, we will focus on certain managerial issues that play a role in the way individuals and groups behave and interact.

Objective: To learn how to better understand and efficiently manage people at work.

Overall Course Goals:

- 1) Understand the importance of individual, team and organizational behavior within an enterprise.
- 2) Become familiar with behavioral methods, principles, and theories that are relevant to working in an organization.
- 3) Understand your own personal style and behaviors of others to be successful as a manager.

Writing: Business professionals need to write well. The proper use of grammar and words will be evaluated. This is no longer a WRITD course. However, we will still focus on writing effectively within the Management discipline. The two mini written assignments will be emails sent to me, just like in a business setting. The final group project will be in a spiral binder. The final reflection paper will be on printed paper handed in on the last day of class.

Speaking: Business professionals also need to speak effectively in front of groups. Public speaking is the number one fear in the United States. There will be opportunities to practice and improve this important skill. I believe in “catching students doing things right.” I will work to reinforce your strengths as a speaker and offer suggested alternatives for your improvement.

Group Development: A third area of importance is the ability to work well with others in small groups. There will be a significant group project throughout the entire semester.

Student Learning Outcomes:

At the end of the semester, you will be able to:

- 1) Define what organizational behavior is by memory
- 2) Explain where OB resides in an enterprise
- 3) Tell an interviewer your DiSC style, Life Gifts, and Multiple Intelligences
- 4) Describe Peter Block's Consulting Model
- 5) State what your top five values are for your life moving forward
- 6) Differentiate between a group and a team
- 7) Explain how teams mature and perform
- 8) List five different ways that teams make decisions
- 9) Give positive feedback and opportunities for development as peer feedback to other students
- 10) Talk about what a typical performance appraisal process includes
- 11) Recite and explain eight leadership theories
- 12) Describe SMART goals and how they are used by managers
- 13) Define the importance of globalization and culture in today's marketplace
- 14) State why having a mentor inside and outside an enterprise is a smart thing to do
- 15) Explain the change management process and how it affects individuals and teams
- 16) Apply team development techniques throughout the consulting project
- 17) Relate learned theoretical material to real world experiences
- 18) Assess an organization to determine its overall health

Instructional Materials: There will be numerous handouts on Moodle or distributed and students will be expected to read these prior to class. You will be responsible for the information on these handouts for test preparation. Another important ingredient in being a successful business person is being organized. I recommend that you purchase a 2" three ring binder and eight dividers with tabs. **It will help you stay organized which will help you be more successful.** The suggested labels for the tabs are:

- 1) Syllabus (both full and daily)
- 2) Notes (my power points and your notes)
- 3) Handouts (handouts and articles I assign or give to you)
- 4) Assessments (DiSC, Multiple Intelligences, Life Gifts Inventory)
- 5) Group Project
- 6) Chapter Summaries (one for each chapter)
- 7) Graded Assignments (graded and returned work I give to you)
- 8) Other

Text: You need to purchase or rent one book that we will discuss in class. You will be tested on the material:

Knicki, A., & Kreitner, R. (2009, 5th edition). *Organizational Behavior*. Boston: McGraw-Hill.

Evaluation: Alphabetical grades will be determined by the total number of points received during the course as follows:

Assignment:	Partial Points	Total points
5 Chapter Summaries (random)	10 points each	50 points
2 Mini-assignments (1 st is ungraded)	20 points	20 points
8 Attendance Evaluations (random)	05 points each	40 points
2 Public Presentations	25 points each	50 points
1 Team Assignment	75 points	75 points
2 Exams	60 points each	120 points
1 Final Reflection Paper	15 points	15 points
3 Outside Speaker Attendance	10 points	30 points
1 Job Fair/Internship Fair Attendance	10 points	10 points
1 Business Card Proof	10 points	10 points
1 Resume (CSL approved)	10 points	10 points
1 LinkedIn Profile (including professional photo)	10 points	10 points
1 Gustie Jobs profile	10 points	10 points

Total: **450 points**

Grading Policy: I am looking for your demonstrated ability to extract from the subject matter those facts and concepts which are necessary to analyze issues as presented and to communicate and apply that analysis effectively. All assignments received after the date due will have late points deducted.

A	94-100%	C	74-76%
A-	90-93 %	C-	70-73%
B+	87-89 %	D+	67-69%
B	84-86 %	D	64-66%
B-	80-83 %	D-	60-63%
C+	77-79 %		

Disclaimer: If at the end of the semester, I observe that the class grades are too low or too high, I may implement a curve. I reserve the right to do this as the professor of this course and will use my best judgment if needed.

Additional Information:

- Attendance will be taken 8 times randomly in class. However, it is strongly encouraged that you attend every class. Exams will be based largely on lecture material, in addition to the book readings and handouts.
- There are no opportunities for late make-up chapter summaries. You will be given the opportunity to get an OB topic approved by me in advance for you to write a 2-3 page paper using APA style. It will be due exactly one week after the class/chapter summary that you missed.
- Make-up exams will be given on scheduled dates only.
- Be familiar with the college's expectations concerning academic honesty. Violations will result in appropriate consequences. The following statement is suggested as a pledge for students to sign on all graded assignments and projects:

On my honor, I pledge that I have not given, received, or tolerated others' use of unauthorized aid in completing this work.

- Accommodations: the instructor must be notified within one week prior to the first exam of any accommodations. These need to be documented with the college. If you have a physical, psychiatric/emotional, medical, learning or attentional disability that may have an effect on your ability to complete assigned course work, please contact Laurie Bickett, Disability Services Coordinator, and the Advising Center. She will review your concerns and decide with you what accommodations are necessary. I will be happy to work with you, upon receipt of documentation from her.
- The syllabus is subject to changes, which will be announced in class and/or sent via email.

Management discipline-specific writing: Writing for a business audience is different in many ways from writing for an academic audience. For each assignment, a description of the expectation will be provided relative to the:

- Purpose of each assignment
- Audience
- Voice/tone
- Editing/grammar and other conventions
- Format and length of each paper
- Citation style if appropriate to the assignment

In addition, you will be provided the opportunity to receive:

- Peer feedback from other students in the course on one assignment
- Instructor feedback on all assignments in the course
- Examples of discipline-specific writing will be provided for most assignments

Generally, when writing for business executives or clients who serve as your audience, please follow these guidelines:

- Use a memo format with To, From, Re, cc and bcc
- Apply headings for categorical quick reference
- Utilize bullets for summarizing detailed information
- Provide an executive summary (introduction), body, and conclusion
- Include a thesis/purpose statement and call to action sentence in each assignment
- Keep it brief and to the point; "time is money" in business

Assignments:

Mini Assignment #1 –NON-GRADED – due Wednesday, Sep. 09 – write an email to me no later than at the start of class time; time stamping matters in this class

Who are you and why are you here?

- Tell me a bit about yourself and your background
- What are your top three accomplishments so far?
- Why are you at Gustavus? Why are you in this OB course?
- What do you hope to learn in here this semester?
- What do you need from me as your professor to help you learn best?
- **Include a photo of yourself;** it will help me get to know you more quickly

Effective and state-of-the-art business writing includes the following:

- A clear Executive Overview (thesis statement) at the beginning of the email.
- A memo format including: To, From, Re, cc and bcc
- Bold categories that are highlighted for easy reading by busy executives.
- Single-spacing used.
- A summary sentence that finishes the email memo including next steps, if action is required.
- Effective grammar and spelling. Your boss would be comfortable forwarding this email to a valued client or his/her Executive.

Mini Assignment #2 -20 points – due Wednesday, Oct. 28 – this is an email sent to me by class time; If late, it is immediately docked 5 points

Interview a manager you know in your family, at a former workplace or from Gustavus.

*Detailed instructions, information, and rubric at end of syllabus.

Public Presentations

Public #1 – This will be a two to three minute presentation summarizing what you learned from your DiSC Profile, StrengthFinder and the Multiple Intelligences Assessment.

Due – Wednesday, Sep. 23, Friday, Sep. 25, Monday, Sep. 28 or Tuesday, Sep. 29

Public #2 – This presentation represents your section of the Group Project Assignment toward the end of the semester. It will be no longer than five minutes.

Due – Monday – Monday, December 7, 8, 9, 11 or 14 (you will present on one of these days)

Exams

There will be two exams worth 60 points each. The first covers eight chapters (1-8, and 15) and the assessments. The last exam includes eight chapters (9-16 minus 15), the leadership theories, strategic planning, and a few other topics. The last exam is not cumulative. Short answer, multiple choice and essay questions are the methods used to assess student performance.

First Exam – In class on Friday, Oct. 23

Second Exam – In class on Wednesday, Dec. 2

Team Assignment

The purpose of this assignment is to have you develop the capacity to objectively look at a for-profit and/or non-profit organization from the ground up. It will help you assess an organization in terms of mission, vision, values, structure, strategic plan, annual business plan, financial goals, people management and overall health of the organization. You should be able to determine what is going well and what is not by studying the behavior of the organization.

You will select an organization and client with 4-5 other students. This group will serve the enterprise as a consulting team. I will do everything I can to develop your competency as an organization

development consultant so that you will be successful in this role. You will be matched to an organization or a theme where you will need to do the following:

- 1) Conduct as much research as you can about the organization. This involves thorough research.
- 2) It is important that you integrate the management theory we are talking about in class to the work of the practitioners in the organization.
- 3) You will need to follow and use the consulting model we discussed in the class and follow it during the project.
- 4) It will be important to collect data from the people in the organization so that you will understand what the current situation is there. This involves both quantitative and qualitative research methods: surveys, interviews, focus groups, etc.
- 5) You will need to write up a summary report of the information you gathered.
- 6) You will need to keep a log of each person's time in an Excel spread sheet.
- 7) A list of recommendations will need to be created, that are real, meaningful and credible.
- 8) One of your recommendations will need to be elaborated upon quite thoroughly, as if you were going to implement it in the organization. An overall report will need to be created that is approximately 25-30 pages.
- 9) A public presentation will be delivered to the organization's leader (the client) and class members at the end of the semester. Sophisticated and professional audio-visual aids will need to be used. All team consultants will need to deliver at least five minutes of the presentation. Teams that rehearse and deliver a top quality presentation, in addition to a well-written and business style report that is presented professionally, will receive the highest scores.

Final Reflection Paper – 15 points – due during last day of class – Tuesday, Dec. 15.

At the end of the semester you will need to write a paper reflecting the following:

- What happened during the semester? (Just the facts)
- What was energizing for you in the class (Just the feelings)
- What was de-energizing for you? Be honest. (Just the feelings)
- What did you learn throughout the semester? (Just the knowledge)
- What will you apply in your life for the future? (Just the application)
- Write a 2-3 page typed and single-spaced, informal response.

Labs

We will take a class period or part of a class period to complete an activity to further your understanding of material and suggest strategies that may be helpful when you enter the business world. Some of these include the following exercises:

- 1) Multiple Intelligences Inventory
- 2) DiSC Profile
- 3) StrengthFinder
- 4) Values Card Sort
- 5) Group Dynamics Activity
- 6) Decision Making Strategies
- 7) Strategic Planning Exercise
- 8) Interview a Leader/Manager about managing people's performance
- 9) Interview a Leader/Manager about their perception of power

Visiting Speakers

There will be several guest speakers invited to come speak to the class throughout the semester. This will offer you another perspective of the business world and will give you insight to become the most successful in your career as possible. **I expect you to attend each and every guest speaker's class.**

OB Assignment Breakdown

<u>Chapters</u>		<u>Mini Emails/Papers</u>		<u>Exams</u>
1	9/09	1 Self-Intro	9/09	1 10/23
5	9/21	2 Interview Mgr	10/28	2 12/02
2	9/16			
3	10/12	Reflection	12/15	
4	10/03			
6	10/14			
7	10/16			
8	10/19			
9	11/12			
10	11/09			
11	11/18			
12	11/16			
13	11/17			
14	11/20			
15	9/14			
16	11/30			

<u>Presentations</u>		<u>Team Assignments</u>	
Public #1	9/23-29	Final Group Project	12/07-14
Public #2	12/07-14		
(Final Team Project Presentation)			

Assessments

DiSC 9/18
 StrengthFinder 9/18
 Multiple Intelligences Inventory 9/22

OB Mini #2 - email to Kathi by the beginning of class time – if late, immediately deducted 5 points

Mini #2 - 20 points – Due Wed., Oct. 28

Interview a manager you know in your family, at a former workplace or from Gustavus

Steps:

- * Select a person who manages other people in some capacity; ideally with more than five years of experience.
- * Schedule a 20 minute interview either face-to-face, over the phone or Skype (ideally in person)
- * Send your list of questions to them in advance so they have time to prepare or think about the questions.

Sample Questions:

Ask him/her about being a manager.

1. How did you become a manager? How long ago was that?
2. What do you like about the role? Dislike?
3. Did you receive training? If so, what type? If not, what training could you have used?
4. Do you give performance reviews? What is the performance management process like at your organization?
5. Do you hire people? What do you look for?
6. Have you ever fired anyone? What was that experience like?
7. What advice can you offer to me as a student of Management?
8. What advice can you offer to help me get an internship or job somewhere, someday?
9. Could you please share a generic copy of a performance evaluation form, a strategic plan and/or business plan? These can be kept confidential if necessary.
10. Any other question/s you may have.

Follow-up:

1. Be sure to write a hand written thank you note (worth 2 points on the rubric if copied and stapled to paper).
2. Write an email to me using business format. The summary needs to be descriptive in nature. more Include what you learned in the interview. No sources or APA style is needed.

OB Rubric for Mini #2

1. Email follows Business Format (3 points) _____ points

*Single spaced, informal, titles for each paragraph

2. Manager and Company Info (5 points) _____ points

*Background is given on both, information is in depth

3. Human Resources (5 points) _____ points

*Performance Reviews, training, hiring, interviewing, firing

4. Strategic Plan or Annual Business Plan for the company (5 points) _____ points

*What you learned is explained and incorporated

5. Thank you note (2 points) _____ points

*A scanned copy of the hand written thank you is attached to the email

_____ **Total points**

GAC Organizational Behavior**Team Consulting Project – due the last week of classes – Dec. 07-14****Rubric-100 points**Research Learning Objectives:

- To conduct scholarly research on the organization or type of organization, so that you know more than what you see.
- Conduct academic research on the problem or challenge that you are studying for the client.
- Collect data from the people in the organization via interview, focus groups, observation, questionnaire/survey or secondary data (documents you are given).

Presentation Learning Objectives:

- Deliver a public presentation with appropriate audio/visual aids to the OB class and the client
- Involve the class audience in a way that will keep them interested in your presentation.

Paper Learning Objectives:

- Write up a consulting report with recommendations listed.
- Write more in-depth about one of the recommendations.
- Integrate management theory that we are discussing in class into your final paper.

Presentation and Paper Learning Objectives:

*Include these in both paper and presentation

- Explain the mission, vision, values, and strategic/business plan for organization you are studying.
- Describe the organizational structure of the organization and be able to draw an organization chart of the people and their titles.
- Use and apply the consulting model that has been introduced into the class.

Points

25 points	Public Presentation (15 points for the group and 10 points for the student)
	*Each person in the group speaks for 5 minutes
	*Preview and Review Method used
	*Structure is easy to follow
	*Meaningful content is shared
	*Audio/Video adds to presentation
	*Nonverbal communication enhances presentation
	*Audience is involved in some way to remain interested
20 points	Research, Theory Integration and Data Collection
	* Obtained an IRB from Gustavus (10 points)
15 points	Readability/Professionalism of Final Report (formal)
	*Introduction, Body, Conclusion
	* Time log on each person and group's total is included
	*Written in a business professional manner with headings for each paragraph, no to few spelling and grammar mistakes (done at a level where you could turn it into your boss and feel good about it)
25 points	Evaluation by client and intra-team members
	*10 points evaluated by client
	*15 point average evaluated by team members
15 points	Recommendations and In-depth Suggestion

