

**Upper Iowa University
Independent Study Program**

BA 474-09 Organizational Behavior

COURSE DESCRIPTION:

This course encourages students to describe and analyze the way that people behave in organizations by applying theories of organizational behavior. The course consists of a balance among theory and application. Same as PSY 474. Prerequisites: PSY 190 or SOC 110. Three semester credits.

COURSE GOALS:

To develop an understanding and appreciation by the student that interacting in any organization – be it a business, church or non-profit, involves a number of varied human interactions. We want to look at those human interactions and discuss how to improve your success while engaging in human organizational activities.

REQUIRED COURSE MATERIAL:

1. Moorhead, Gregory and Ricky W. Griffin. Organizational Behavior: Managing People and Organizations. Houghton Mifflin Company, Boston 2004.
2. Syllabus

You may purchase your textbook through MBS Direct by calling their toll free number at: 800-325-3252 or through the UIU homepage: www.uiu.edu. Click on the link for current students then select order textbooks from the options in the left hand column. Follow the link and select Independent Study for your location.

LEARNING OBJECTIVES:

After completing the course the student should have an understanding of;

1. Analyze how organization members respond to management.
2. Evaluate rational/systems, human relations, cultural and political frameworks for understanding behavior in organizations.
3. Integrate various theoretical models for explaining human behavior in the workplace into a broader paradigm attempting to understand the human experience of meaning.

MAJOR OBJECTIVES MET BY THIS COURSE:

General Education Outcomes

- Communication
 - In your essay exams and in your group activities, you must read & write critically and concisely.
 - In your class participation and in your group presentation, you will be expected to conduct yourself in a professional manner. Speaking effectively is one of those professional life skills.
- Critical Thinking & Problem Solving
 - In your personal interview, and in your group activities you will need to define problems, examine the information presented and eventually, to evaluate from among alternatives, and discuss a solution
- Information Technology
 - You will need to demonstrate computer skills in both your written, oral and group presentations.
 - All communication involves some use of “technology,” in the sense, that you need to listen effectively, communicate clearly and present your ideas so that others can perceive your message the way you intend.
- Social Responsibility
 - Ethically, you will need to determine how your messages will impact your intended audience and the truthfulness of what you communicate.

Psychology Major Goal

- Demonstrate an awareness of individual variation in behavior and perception and acceptance of these differences in an unbiased manner – all in an organizational setting.

Human Resource Goal

- Evaluate human behavior in organizations. See the role of a human resource professional in helping organizations achieve success in using human capital.

Management Goals

- Analyze organizational behavior principles and the impact of diversity on organizations.
- Explore the social, cultural, and behavioral foundations of the human enterprise.
- Apply rational problem solving skills, communication techniques, and critical thinking skills to management of organizations.

WRITING PROFICIENCY:

It is recommended that all papers and research are done in the APA style. We expect appropriate writing skills of proper grammar, punctuation, sentence structure, paragraph development, and logical sequence of thought in all written work, and exams.

It is recommended that all students purchase the APA guide/manual listed on the UIU website. *Publication Manual of the American Psychological Association*. \$27.00 new.

CITATION:

Encyclopedias of any kind, including the very popular Wikipedia, are not primary sources and should not be cited or used in constructing academic papers at the graduate or undergraduate level. They can, however, be useful to help gather some background information and to point the way to more reliable sources.

COURSE OVERVIEW

Unit 1 – consist of the following:

- Read chapters 1-3 in the text.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - Google p. 25
 - Answer the ‘end of case questions’ – Questions 1 & 2
 - Diversity, Aussie Style p. 51
 - Answer the ‘end of case questions’ – Question # 2 & 3.
 - The Best Bagelers in Boston p. 80
 - Answer the ‘end of case questions’ – Questions 1 & 3.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 2 – consist of the following:

- Read chapters 4-7 in the text
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - Alternative Work Arrangements at Hewlett-Packard p. 138
 - Answer the ‘end of case questions’ – Questions 1, 2, .
 - Performance Management at Merrill Lynch p. 165.
 - Answer the ‘end of case questions’ – Questions 1 & 3 Only.
 - Stress and the Professional Musician p. 193.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 3 – consist of the following:

- Read chapters 8-10 in the text
- Read the following cases
 - Write a 1 page analysis of each of the cases, below.
 - Decisions & Consequences at Morgan Stanley p. 222
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only
 - Effective Group Decisions at the Denver Broncos p 257
 - Answer the ‘end of case questions’ – Questions 1, 2, & Only
 - The Rainmakers p. 283.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Take MIDTERM EXAM – Chapters, 1, 2, 3, 4, 5, 6, 7, 8, 9 & 10

Unit 4 – consist of the following:

- Read chapters 11 -14 in the text.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - Communicating in a Family-Run Business p. 313.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only.
 - Teaching Leaders at Accenture p. 363.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only.
 - Justice for Wal-Mart Workers p. 390.
 - Answer the ‘end of case questions’ – Questions 1, 2, & 3
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 5 – consist of the following:

- Read chapters 15, 16 & 17 in the text.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - Xerox’s Unique Approach to Labor-Management Relations p. 412
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only
 - Nissan’s New Organization Structure p. 444.
 - Answer the ‘end of case questions’ – Questions 1 Only
 - The Right Structure for Build-A-Bear Workshop p. 476.
 - Answer the ‘end of case questions’ – Questions 1 & 3 Only
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 6 – consist of the following:

- Read chapters 18 & 19.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - The Fast Breaking Culture of Whole Foods Market p. 504.
 - Answer the ‘end of case questions’ – Questions 1, 2 & 3
 - Toyota Reinvented p. 533.
 - Answer the ‘end of case questions’ – Questions 1, 2 & 3.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Take FINAL EXAM: Chapters 11, 12, 13, 14, 15, 16, 17, 18, & 19

Study Lesson Information

When studying for this course, the following is suggested:

- Read the first chapter of the lesson,
- Read the case assigned for that chapter and write the corresponding 1-2 page paper.
- Answer the end of chapter questions for this chapter,
- Move on to the next chapters and repeat the process

- After the above,

After each LESSON is complete submit your work to your instructor (mail or e-mail are fine for me atkinsj@peacocks.uiu.edu)

EXAMINATION INFORMATION:

There will be two Exams for this course. Each exam will consist of Multiple Choice (just like the end of chapter questions) and short essays on topics from within those lessons.

NOTE: In order to pass this course, you must get a passing grade (“D” or better), on at least one of the exams and have enough cumulative points to earn a passing grade.

CHAPTER CASES:

There is no right or wrong answer to most cases. Read the case through once, just to get the flavor of it. Then re-read it. Use your knowledge of the chapter in which the case appears to help you answer it. If the case has questions use them to help guide some of your thinking. *Remember, many times in a case it’s not what is written in the case that is the crucial issue. So think about the obvious questions that you as a business analyst might ask that don’t appear to be addressed in the case.*

END OF CHAPTER QUESTIONS:

At the end of each lesson are some multiple-choice questions from each of the chapters. These questions are exactly like the ones you will see in the exams. Transfer your answer to the answer sheet in the syllabus, at the end of each lesson.

Submission of lessons

Please do not submit partial lessons. Due to the nature of the lesson grading and the difficulty to coordinate the many parts of a lesson, **submit only complete lessons.**

COMPOSITION OF GRADE:

Unit 1 – Consist of the following:

- Written Case Analysis for each of the following cases –
 - Google (25 points)
 - Answer Questions 1-2 = (20 points)
 - The Diversity, Aussie Style (25 points)
 - Answer Question 2 & 3 = (20 points)
 - The Best Bagelers in Boston (25 points)
 - Answer Questions 1 & 3 = (20 points)
- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL UNIT 1 POINTS = 165**

Unit 2 – consist of the following:

- Written Case Analysis for each of the following cases
 - Alternative Work Arrangements at Hewlett-Packard (50 Points).
 - Answer Questions 1, 2. (20 Points)
 - Performance Management at Merrill Lynch (50 Points).
 - Answer Questions 1 & 3 Only (20 Points).
 - Stress and the Professional Musician (50 Points).
 - Answer Questions 1 & 2 Only (20 Points).
- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL UNIT 2 POINTS = 240 POINTS**

Unit 3 – consist of the following:

- Written Case Analysis for each of the following cases
 - Decision & Consequences at Morgan Stanley (50 Points)
 - Answer Questions 1 & 2 Only (20 Points).
 - Effective Group Decisions at the Denver Broncos (50 Points).
 - Answer Questions 1 & 2 (20 Points).
 - The Rainmakers (50 Points).
 - Answer Questions 1 & 2 (20 Points).
- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL POINTS FOR UNIT 3 = 240 POINTS**

MIDTERM EXAM 1 – (450 points)

Unit 4 – consist of the following:

- Written Case Analysis for each of the following cases
 - Communicating in a family run business (50 Points).
 - Answer Questions 1 & 2 (20 Points).
 - Teaching Leaders at Accenture (50 Points).
 - Answer Questions 1 & 2 (20 Points).
 - Justice for Wal-Mart Workers (50 Points).
 - Answer Questions 1, 2, & 3 (30 Points)
- End of chapter Questions = 2 points each, 4 chapters of 5 questions each = (40 points)
- **TOTAL UNIT 4 POINTS = 260 POINTS**

Unit 5 – consist of the following:

- Written Case Analysis for each of the following cases
 - Xerox's Unique Approach to Labor-Management Relations (50 Points)
 - Answer Questions 1 & 2 (20 Points)
 - Nissan's New Organization Structure (50 Points).
 - Answer Questions 1 (10 Points)
 - The Right structure for Build-a-Bear Workshop (50 Points).
 - Answer Questions 1 & 3 (20 Points)
- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL UNIT 5 POINTS = 230 POINTS**

Unit 6 – consist of the following:

- Written Case Analysis for each of the following cases
 - The fast breaking Culture of Whole Food Market (50 Points).
 - Answer Questions 1, 2 & 3 (30 Points).
 - Toyota Reinvented (50 Points).
 - Answer Questions 1, 2 & 3 (30 Points).
- End of chapter Questions = 2 points each, 2 chapters of 5 questions each = (20 points)
- **TOTAL UNIT 6 POINTS = 180 POINTS**

FINAL EXAM: (450 points).

Grading

Unit 1: 165
Unit 2: 240
Unit 3: 240
Exam 1: 450 pt
Unit 4: 260
Unit 5: 230
Unit 6: 180
Exam 2: 450 pts
Total: 2215pts

Upper Iowa University uses a standard grading system: A, B, C, D, F, I, P, AW, U, AU, will be followed.

90-100 %= 1994-2215 = A
80- 89 %= 1772-1993 = B
70- 79 %= 1550-1771 = C
60- 69 %= 1329-1549 = D
<59 %= 1328 & below = F

A = All work is excellent, shows exceptional understanding of materials; logical, clear, and insightful written and oral work, incorporates knowledge from other sources and moves easily to the next level of understanding, works well beyond minimum requirements.

B = Understanding material is good to very good, demonstrates good grasp of material, good oral and written skills, produces more than the minimum requirements, quality of all work is high.

C = Satisfactory understanding of the material, submits only the minimum requirements, communicates adequately in oral and written formats, displays an adequate understanding of all basic concepts.

D = Quality and quantity written and oral work is below average and barely acceptable.

F = Quality and quantity written and oral work is unacceptable

CHEATING, ACADEMIC DISHONESTY AND PLAGIARISM:

Because cheating, academic dishonesty and plagiarism are affronts to the University community as a whole and a denial of the offender's own integrity, they will not be tolerated. Cheating includes but is not limited to:

- the use of unauthorized books, notes or other sources in the giving or securing of help in an examination or other course assignments,
- the copying of other students' work or allowing others to copy your work,
- the submission of work that is not your own or allowing others to submit your work as theirs,
- the submission of the same work for two or more classes without the approval of any instructors involved.

Academic dishonesty includes, but is not limited to:

- sharing academic materials knowing they will be used inappropriately,
- having access to another person's work without permission,
- providing false or incomplete information on an academic document,
- changing student records without approval.
- obtaining and using texts intended for instructor use only.

Plagiarism includes, but is not limited to:

- the presentation of another's published or unpublished work as one's own,
- taking words or ideas of another and either copying them or paraphrasing them without proper citation of the source,
- using charts, graphs, statistics or tables without proper citation.

Detected cheating, academic dishonesty, or plagiarism will result in consequences that may, at the instructor's discretion, include course failure. In addition, an offender may be reported to the Senior Vice President for the Extended University, the Dean of the Extended University, or designee for possible disciplinary action, which may include suspension or dismissal from the University. Upper Iowa University may make use of various plagiarism detection services. Individuals, by enrolling in courses offered by the University, consent to submission by the University of course-related assignments to such services and the retention of a copy of such assignments by the service.

Cheating, academic dishonesty and plagiarism infractions are tracked by the Dean of the Extended University, and cumulative evidence collected from multiple incidents will be considered when making suspension or dismissal decisions.

Extended University Catalog 2008/09 page 98.

http://www.uiu.edu/catalogs/eu/policies_1.html#conduct

ATTENDANCE:

Even though a student does not attend a regular classroom in the traditional sense and keep up with a set schedule of assignments, it should be pointed out how important it is to keep yourself on a regular timely schedule if possible to complete and send in units. It is too easy to set work aside and decide to do it later. Suddenly, the need to complete assignments and get them in by deadlines can become stressful and, at times, impossible. The key would be to set time aside on a regular basis and submit work in a timely manner.

LIBRARY RESOURCES:

As a student of Upper Iowa University, library resources (online journal databases, e-books, newspaper access, citation help, etc.) are available. If travel to the campus is not feasible, you can access the library through the University's website. Go to: www.uiu.edu/library. **To request usernames/passwords for remote library access contact the UIU Library either by phone (563)425-5270, (563)425-5356, or [(563)425-5261, library weekend hours] or, email library@uiu.edu** by clicking on the link. Please be sure to include your student ID number to help verify that you are an Upper Iowa University distance learner. (Hint: consider requesting accesses BEFORE you need the service.) Library help sheets can be found on myUIU.

OTHER HELPFUL WEBSITES:

Research and Writing: <http://owl.english.purdue.edu/> . Contains tips on how to write a research paper.

Bartleby.com: www.bartleby.com/reference. This site has excellent references, such as *American Heritage Dictionary*, *Roget's Thesaurus*, *Elements of Style* and *Bartlett's Quotations*.

Britannica.com: www.britannica.com. Plug in any subject, get articles and related Web sites.

Google: www.google.com. This site is a great all-purpose search engine on the Web.

The Internet Public Library: www.ipl.org. A great site to start research and has reference, newspaper, and magazine links. Also contains archives of academic papers and tutorials on how to improve writing.

WITHDRAWAL:

If you wish to withdraw prior to the last day of the enrollment period you must contact the Independent Study office by phone or in writing. After your original six month enrollment period you no longer have the option to withdraw from the course. You must finish the course or have a final grade assigned based on the coursework submitted.

SPECIAL NEEDS:

If you require accommodation for special needs, please provide documentation to: Academic Advising Coordinator.

This syllabus is tentative and subject to change.

Note from your Instructor -

Each lesson is made up of a number of chapters. I will detail the "learning objectives" from each chapter. These are the themes that are critically important in each chapter. Understanding issues and being able to discuss alternatives related to these themes will well prepare you for the end of chapter questions and both exams. Ultimately, your success in this course is directly related to your ability to incorporate these learning objectives into your understanding of Organizational Behavior.