MGMT-350: Organizational Behavior

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Office: EBA 337-B  
Office Hours: MON or TUE 6:30-7:00 PM or by appt.

The primary method of communication will be Blackboard. All assignments will be due via Blackboard by the time indicated on the assignment. LATE ASSIGNMENTS/TESTS WILL NOT BE ACCEPTED. It is your responsibility to ensure your assignment is received by the time and date it is due. If you wish to speak with me outside of class, please email me and we can schedule a time to get together.

Course Description
This course will:
1. Examine human behavior in organizational settings, with an emphasis on: i) the development of conceptual knowledge, and ii) the practical application of that knowledge;
2. Develop managerial and organizational skills through an understanding of organizational behavior;
3. Present frameworks for applying a thorough understanding of OB processes to real-world, managerial situations;
4. Survey a wide range of OB topics, including personality types, attitudes, motivation, emotions, group dynamics, teams, power, leadership, communication, conflict/negotiation, group dynamics, organizational cultures;
5. Examine course topics through a variety of instructional techniques, including experiential exercises, group work, case studies, professional speakers, self-analysis, and exams

BSBA Program Goals
BSBA students will graduate being:
- Effective Communicators
- Critical Thinkers
- Able to Analyze Ethical Problems
- Global in their perspective
- Knowledgeable about the essentials of business

MGMT 350 contributes to these goals through its student learning outcomes.

Student Learning Outcomes for this course
This course seeks to develop effective managers by improving students’ understanding of individual, group, and organizational settings. After taking this course, students should be able to:
1. Explain the influence of personality, attitudes, perceptions, and attributions on organizational behavior.
2. Describe the motivational process and apply motivational theories to organizational scenarios.
3. Explain group types, group development, group norms, and group decision-making techniques.
4. Analyze and apply leadership theories.
5. Analyze power bases and influence tactics.
6. Identify tactics for handling stress, interpersonal communications, and conflict.
7. Describe the characteristics, determinants, and methods of creating and sustaining organizational culture.
8. Explain the impact that different cultural attitudes and values have on organizational behavior.

**Course Text/Materials**
- Any additional required reading materials will be provided by the instructor in class.

**Course Requirements/Evaluation**

<table>
<thead>
<tr>
<th>I. Attendance/Participation</th>
<th>25% (100 pts)</th>
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<tbody>
<tr>
<td>II. Midterm Exam</td>
<td>25% (100 pts)</td>
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<tr>
<td>III. Final Exam</td>
<td>25% (100 pts)</td>
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<tr>
<td>IV. Group Project</td>
<td>25% (100 pts)</td>
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<tr>
<td>V. Quizzes</td>
<td>20% (100 pts)</td>
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</tbody>
</table>

**I. ATTENDANCE/PARTICIPATION (20%)**

Attendance and participation are absolutely essential in this class; a course such as this is heavily dependent upon experiential learning and group interaction. Key notes on participation/attendance:

- Students are expected to actively participate in discussions/activities.
- Students are expected to come to class having completed all required assignments/readings prior to class.
- Since this course is offered only once per week, only one absence will be permitted during the semester *(NOTE: leaving class during break will count as an absence)*; each unexcused absence beyond the first will drop your participation grade by 5 points (equivalent to overall grade reduction of 1%).
- No use of cell phones or computers is allowed in class.
- Healthy debate is essential in this course and in the business world. Students are expected to question the positions of other students, question their own positions, and help other students become better versed in the subject matter. It is important to note that all discussions should remain professional at all times.

*Note on Participation: This class places a heavy emphasis on the application of concepts to real world situations. In the business world, success is often simply a matter of being prompt, prepared, and enthusiastic. Class participants who are especially active in their course participation will receive “extra credit,” and strong participation will be used by the instructor as justification for improving borderline grades at the end of the semester. Students start with an 80% score, which is considered average, and are adjusted upward or downward based on the instructor’s evaluation of participation. The only way to get a 90% or better is to be an active participant in class discussions. Average means the student participated in some discussions on some level, but did not take any extraordinary risks nor did they provide any extraordinary insight to multiple discussions. A student at 90% or better contributed significantly to a few class sessions or at least some amount in every class session. These points are awarded solely at the discretion of the instructor and may be impacted based on the peer evaluations you receive during your group project.*

**Myers-Briggs Type Indicator (MBTI) TypeFocus Personality Test & Reflection Paper**

- All participants will be required to take the MBTI TypeFocus personality test, which can be taken through career services here on campus.
• This test takes approximately 20-30 minutes to complete
• The deadline to complete this is **TUE, SEP 23rd**, and you must turn in a hard copy of your results at the beginning of class that day
• You will be required to submit a 1 page personal reflection paper regarding your personality test results (further instruction will be provided in class) (**DUE SEP 23rd – beginning of class**)

**II-III. MIDTERM/FINAL (20%/20%)**

• A midterm and a final exam will be given over the course of the semester
• The final exam is not cumulative and will only cover material from instruction given after the mid-term
• Exams will be open book and may include essay, short-answer, or multiple-choice type questions
• **Make-up exams will not be given and late exams will not be accepted**
• It will be exceedingly difficult for you to do well in this class if you are not present or not paying attention on a regular basis

**IV. GROUP PROJECT (20%)**

Class participants will be divided up into teams to conduct a group project designed to:
1. Use OB frameworks discussed in class to evaluate an organization
2. Practice/examine interpersonal dynamics topics covered in class as they apply to your team;
3. Obtain knowledge of how real-world organization’s effectively utilize OB concepts

*Note: These groups will also be used for in-class assignments and students will be grading group members on participation/leadership/etc. While your actual participation grade for the course will be graded by me, feedback from group members will play a significant part in your final participation score and final group project score.*

Each group is required to evaluate the OB strategies used by a company, using articles, annual reports, research, etc. The analysis should use concepts presented in class to evaluate the following aspects of the company:
• Evaluation of all three OB levels within the company (personal, group, organizational)
• Organizational design/structure
• Use of leadership/communication in motivating employees
• Employee attitudes/behavior
• Incorporation of strategic HR initiatives (e.g. workforce planning, employee compensation, etc.)
• Use of any other OB topic discussed in class as applies to the company’s business strategy

**Group Deliverables**

Each team is required to complete the following deliverables:
1) 7-10 page write-up of your research findings (**DUE DEC 9**)
2) 10 minute presentation of your findings to the class (**DUE DEC 9**)

**Individual Deliverables**

As part of the group project, each individual will be required to complete the following:
1) A team evaluation form, assessing the participation and contributions of each of your team members in the group. The evaluations provided by your peers may be used to adjust your individual grade on the group project (**DUE DEC 9**)
V. QUIZZES

Pop quizzes will be given in various classes totaling 100 possible points. The quizzes will be on the reading that was due that week. Make-up quizzes will not be allowed. These quizzes will be multiple choice and short answer.

GRADING

The following scale will be used for determining final course grades:

- A (>93); A- (90—92); B+ (87—89); B (83—86); B- (80—82); C+ (77—79); C (73—76); C- (70—72); D+ (67—69); D (63—66); D- (60—62); F (0—59)

Standard rounding rules will apply. Example: an 86.5 will be rounded to an 87.

ACADEMIC INTEGRITY

- Please refer to the Undergraduate Bulletin for details on SDSU’s academic integrity policy
- Any violation of the University’s academic integrity policy will result in a grade of “F” for the course

STATEMENT FOR STUDENTS WITH DISABILITIES

If you are a student with a disability and believe you will need accommodation for this class, it is your responsibility to contact Student Disability Services at (619) 594-6473. To avoid any delay in the receipt of your accommodations, you should contact Student Disability Services as soon as possible. Please note that accommodations are not retroactive, and that I cannot provide accommodations based on disability until I have received an accommodation letter from Student Disability Services. Your cooperation is appreciated.
## Course Schedule (this schedule is tentative and unilaterally subject to alteration by the instructor)

<table>
<thead>
<tr>
<th>Date</th>
<th>Class</th>
<th>Topic</th>
<th>Reading/Deliverables Due</th>
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</thead>
<tbody>
<tr>
<td>AUG 25</td>
<td>1</td>
<td>Introduction to Organizational Behavior</td>
<td>Chapter 1&lt;br&gt;Form Learning Groups, Go over Syllabus</td>
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<tr>
<td>SEP 1</td>
<td>2</td>
<td>NO CLASS</td>
<td>LABOR DAY HOLIDAY</td>
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<tr>
<td>SEP 8</td>
<td>3</td>
<td>Diversity in Organizations</td>
<td>Chapter 2</td>
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<tr>
<td>SEP 15</td>
<td>4</td>
<td>Leadership in Organizations</td>
<td>Chapter 3</td>
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<tr>
<td>SEP 22</td>
<td>5</td>
<td>Attitudes &amp; Perceptions</td>
<td>Chapter 4 &amp; 5&lt;br&gt;&lt;i&gt;MBTI Typefocus, Reflection Paper &amp; Big 5 Exercise Due&lt;/i&gt;</td>
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<tr>
<td>SEP 29</td>
<td>6</td>
<td>Motivation</td>
<td>Chapter 6 &amp; 7</td>
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<td>OCT 6</td>
<td>7</td>
<td>Stress &amp; Emotion</td>
<td>Chapter 8</td>
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<td>OCT 13</td>
<td>8</td>
<td>Communication</td>
<td>Chapter 9</td>
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<tr>
<td>OCT 20</td>
<td>9</td>
<td>Exam #1 (All material up to this point)</td>
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<td>OCT 27</td>
<td>10</td>
<td>Managing Groups &amp; Teams</td>
<td>Chapter 10</td>
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<td>NOV 3</td>
<td>11</td>
<td>Conflict &amp; Negotiation</td>
<td>Chapter 11</td>
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<td>NOV 10</td>
<td>12</td>
<td>Power &amp; Politics</td>
<td>Chapter 12</td>
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<td>NOV 17</td>
<td>13</td>
<td>Decision Making</td>
<td>Chapter 13&lt;br&gt;&lt;i&gt;Group Projects: Submit Company&lt;/i&gt;</td>
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<tr>
<td>NOV 24</td>
<td>14</td>
<td>NO CLASS</td>
<td>HAPPY THANKSGIVING</td>
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<tr>
<td>DEC 1</td>
<td>15</td>
<td>Organizational Structure &amp; Culture</td>
<td>Chapter 14 &amp; 15</td>
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<tr>
<td>DEC 8</td>
<td>16</td>
<td>Group Projects: Presentations in class; group write-up and peer-evals due</td>
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<tr>
<td>DEC 15</td>
<td>17</td>
<td><strong>FINAL EXAM (take home, no class!!)</strong></td>
<td>Exam #2 (Chapters 10-15)</td>
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