Professor:
Professor Beth G. Chung, Ph.D.
Office: SS 3408
Phone: 594-2699
Email: Beth.Chung@sdsu.edu
Office Hours: T/TH 2-3pm, and by appointment – please come by and see me. I WANT to know you as a person, not as a number.

Course Meeting Time and Place:    TTH 3:30-4:45pm in GMCS333

Management Department Office: SS3356; 594-5317

Graduate Assistant:
Srujana Khot
Email: srujkhot@gmail.com
Office Hours: M 12-2pm (SSE3408)

Find course materials at:  http://blackboard.sdsu.edu

Required Reading & Materials:

To reserve or purchase your textbook, please follow the instructions below:

Step 1: Log on to https://students.universityreaders.com/store/.
Step 2: Create an account (you will need to select your home institution during this step) or log in if you have an existing account to purchase.
Step 3: Easy-to-follow instructions guide you through the process of reserving your textbook or, if it is ready for purchase, the rest of the ordering process. Payment can be made by all major credit cards or with an electronic check.

COURSE/TEXT: MGT 350 | Organizational Behavior
INSTRUCTOR: Beth Chung
Course Description:
This course is designed to provide you with a broad yet comprehensive overview of the structure and function of human behavior in organizations. Behavioral influences which affect performance and productivity at the individual, group, and organizational levels will be emphasized. The course will provide relevant scientific information as well as applied information to help you succeed as a future manager. After taking this class, you should be able to:

- Explain the influence of personality, attitudes, perceptions, and attributions on organizational behavior.
- Describe the motivational process and apply motivational theories to organizational scenarios.
- Explain group types, group development, group norms, and group decision-making techniques.
- Analyze and apply leadership theories.
- Analyze power bases and influence tactics.
- Identify tactics for handling stress, interpersonal communications, and conflict
- Describe the characteristics, determinants, & methods of creating and sustaining organizational culture.
- Explain the impact that different cultural attitudes and values have on organizational behavior.

Instructional Methods:
Multiple learning methods will be used throughout this course including readings, lectures, exercises, cases, class discussions, and videos. Class sessions will highlight certain points from the reading, provide additional information and in some cases, have an experiential component. Reading assignments provide a basis for both lectures and discussions and must be read PRIOR to each class session. You will learn most from the class sessions if you read and think about the assigned materials beforehand. The readings introduce many more ideas and tools than our limited class time allows. The fact that we do not discuss a particular concept does not mean that the idea is not important. If you are strongly moved or have questions about something in the reading that is not mentioned in class, please bring it up in class or with me at another time.

Course Requirements:
Due to the fact that this is a very large class, group projects will not be assigned. However, in-class group exercises will be used to assist in learning of class concepts.

1. Exams
There will be a total of 4 exams administered during the course of the semester. Only three of these exams count toward your final grade. I will drop your lowest exam grade (out of the first three exams) at the end of the semester. Exams will cover all material and information presented in class sessions, homeworks, assignments, and readings. The first three exams will NOT be comprehensive; they will only cover information received after the previous exam. However, some questions may require integration and understanding of previously learned material. The fourth exam or final will have a comprehensive component but most of the questions will focus on the last section of class. Exams will be administered in class on the dates listed in the course schedule and no make-ups will be given unless special circumstances arise and you provide supporting documentation. If special circumstances do arise, you should notify me ahead of time if possible. The fourth exam will serve as the final and will be given on the day scheduled for the final exam.
You must take the final (fourth exam), however, you can choose not to take one of the other three exams. Only the two highest exam grades and the final will be counted. Each exam counted will be worth **100 points or approximately 30%** of your total grade.

2. **Homeworks:**
You will have 4 short homework assignments. They will require you to fill out surveys, do a crossword puzzle, go on the internet to find answers, or another similar activity. These short homework assignments are used to help you gain self-understanding, apply concepts learned in class, or prepare you for class discussions. Each homework is worth **8 points or approximately 2.5%** of your final grade.

To receive full credit for homework assignments, they must be submitted on time in a complete and error-free fashion. All assignments are due at the beginning of class on the due date specified in the attached course schedule. The equivalent of one full letter grade will be deducted from an assignment each day (24 hours) that it is late. Note that additional short exercises may be assigned, as necessary, for pre-class preparation.

3. **Attendance and Participation:**
Although class attendance is not mandatory, it is highly recommended since many of the concepts in OB can only be thoroughly understood through discussion/experience and a portion of class time will be devoted to experiential learning. Further, a large portion of the exam will be based on materials presented in class. Last, there is a clear correlation between regular attendance and success in a class (e.g., higher grades with reports of learning something). I will, in exchange, do my best to make this an engaging and useful class.

Class members are expected to engage in class discussions/exercises and to invite others to participate. Participation includes staying alert (i.e., not snoozing or snoring), asking/answering questions, participating in exercises, sharing your experiences, etc. Feel free to disagree with me or your classmates, the only rule regarding debate is that you have a reason for your opinion and can articulate it. Students should consider each other, in addition to the above listed learning tools, as important catalysts for learning.

### Overall Course Grade

<table>
<thead>
<tr>
<th>Exams (3 @ 100 points each):</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>300 (approx. 90% of grade)</td>
<td>300</td>
</tr>
<tr>
<td>Homeworks (4 @ 8 points each)</td>
<td>32 (approx. 10% of grade)</td>
</tr>
<tr>
<td>Total:</td>
<td><strong>332 points</strong></td>
</tr>
</tbody>
</table>

**Grading Policy:**
There will be no set quota of “A”s, “B”s, etc., which will be given out. This is done to reduce stress and dysfunctional competition within the class. It allows the professor the ability to assign grades fairly on the basis of performance and merit.
Grading Scale:

A = 93-100%  
A- = 90-92.99%  
B+ = 87-89.99%  
B = 83-86.99%  
B- = 80-82.99%  
C+ = 77-79.99%  
C = 73-76.99%  
C- = 70-72.99%  
D+ = 67-69.99%  
D = 63-66.99%  
D- = 60-62.99%  
F = Below 59.99%

Course Grievance Procedures:
Effective organizational behavior policies involves providing a procedure through which employees can complain when they believe they have been treated unfairly. If YOU feel you have been graded unfairly in this course, you may use the following procedure to voice your complaint:

1. Talk to me directly (if you have a simple question) after 24 hours and within 7 days of receiving the grade (on assignments, exams, or final grade).
2. If you still feel like you have questions or are in debate with the grade given, you can send me a written appeal within 14 days of receiving the grade. After 14 days, I will assume that you agree with my assessment and consider the grade final.
3. To file an appeal, prepare a written statement detailing why you think the grade is unfair. Be sure to document your reasons by referring to inconsistency in grading standards, incorrect point calculations, etc. Stating simply that you feel you “deserve” a higher grade is not sufficient grounds for appeal.
4. Submit the written statement along with the graded material (if appropriate). I will consider your complaint and make a decision. You will be notified in writing of my decision.
5. If you are not satisfied with my decision, you may use university grievance procedures as your appeal. Please note that I will fully document my rationale for all grades.

Evaluation of Instructor Performance:
Two opportunities for anonymous student input into the class will be provided. The first will occur around the middle of the semester. Students may provide anonymous feedback regarding all aspects of the course. Using this feedback, I will decide what changes to make to the course. Please note that although all suggestions will be heard, there is no guarantee that I will be able to make all of the changes suggested. However, in past classes, I have usually been able to respond to most concerns. The second feedback session will occur at the end of the course on school-regulated rating forms. As always, other forms of informal feedback are always welcome throughout the course.

Additional Class Policies:
1. Violations of academic integrity in all form (e.g., cheating, plagiarism, copying others’ work, allowing others to copy your work, etc.) will not be tolerated. Students will not be allowed to receive assistance in any form from sources other than those pre-specified by me or the graduate
assistant. You are permitted to discuss possible exam questions with classmates and study with
classmates but do not write out and distribute outlines or sample answers. Violating the
academic integrity code is grounds for failing the course with a record of the offense possibly
placed in your permanent transcript. Please refer to your student handbook for the academic
integrity policy set forth by the University.

2. Religious holidays and special issues can be accommodated. If you have a condition (e.g.,
pregnancy, etc.) or holiday that needs accommodation, please see me early in the semester so
that we can take the appropriate steps.

3. If you are a student with a disability and need accommodations for this class, it is your
responsibility to contact Student Disability Services (SDS) at (619) 594-6473. To avoid any
delay in the receipt of your accommodations, you should contact SDS as soon as possible.
Please note that accommodations are not retroactive and I cannot provide accommodations
based upon disability until I have received an accommodation letter from SDS.

Other Information:
We will be using Blackboard ([http://blackboard.sdsu.edu](http://blackboard.sdsu.edu)) in this course. You will need to access
Blackboard to get class announcements, obtain copies of the overheads used in class, etc. You were
automatically enrolled on the Black Board site for this class when you registered for the course.
Please read the following details carefully. They explain how to access the Black Board system.

All Black Board accounts are now the same as official SDSU Id and pin numbers. For account
information go to the SDSU E-Services Website: [http://www.sdsu.edu/e-services](http://www.sdsu.edu/e-services)

Logging into Blackboard:
1. Go to [http://blackboard.sdsu.edu](http://blackboard.sdsu.edu)
2. Enter your user name and password (this is your university ID and PIN number)
3. Click the Login button
4. If you do not know your PIN number, go to the SDSU e-Services website
   [http://www.sdsu.edu/e-Services](http://www.sdsu.edu/e-Services)
5. You will be taken to the My SDSU page
6. If you do not see any courses listed on the page, click the Reload or Refresh button.
7. The My Courses module will appear
8. Only courses where the instructor has chosen to use Blackboard will be visible

Changing Your Personal Information:
1. Go to [http://www.sdsu.edu/e-services](http://www.sdsu.edu/e-services)
2. Click on the WebLine link
3. Follow the instructions on screen
4. Your Blackboard information (password, email) will be updated within 24 hours.
5. You CANNOT update this information through Blackboard itself.

Printing Powerpoint slides from Blackboard:
1. When in the course website, click on “Course Documents”
2. Click on the lecture you want to print
3. A box will open that gives you some choices (open, save, etc.)
4. If you choose “Open”, the slides will be displayed on your screen. RIGHT click in a slide and choose the print option. You have many options as to how many slides you want to print per page.

5. If you choose “Save”, the slides can be saved to a file and printed from the file at a later time.

**Clubs & Organizations:**

If you are interested in taking initiative toward your career in the business world, get involved with your College of Business by prospecting the numerous business organizations SDSU has to offer. Find the right fit for you by searching the Associated Business Student Council (ABSC). Website: [http://absc.sdsu.edu](http://absc.sdsu.edu).
<table>
<thead>
<tr>
<th>Week</th>
<th>Day</th>
<th>Date</th>
<th>Topic</th>
<th>Reading &amp; Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>TH</td>
<td>1/22</td>
<td>Intro. to course, professor, &amp; classmates</td>
<td></td>
</tr>
</tbody>
</table>
| 2    | T   | 1/27 | Human Behavior in Organizations | - Introduction to OB  
- Management & Managers (pp. 1-26) |
| 2    | TH  | 1/29 | Environmental, Technological, & Global Issues | - The Changing Environment of Organizations (pp. 27-40) |
| 3    | T   | 2/3  | Workforce Diversity | |
| 3    | TH  | 2/5  | Personality, Perceptions, & Attributions I | - Foundations of Individual Behavior (pp. 41-58)  
**Homework #1 due** |
| 4    | T   | 2/10 | Personality, Perceptions, & Attributions II | |
| 4    | TH  | 2/12 | Attitudes | |
| 5    | T   | 2/17 | Exam #1 (weeks 1-4) | |
| 5    | TH  | 2/19 | Values, Emotions, & Ethical Behavior | - Values and Emotions  
- A Menu of Moral Issues (pp. 59-80) |
| 6    | T   | 2/24 | **Guest Speaker: Steve Bernstein**  
**President, Business Banking – Wells Fargo** | |
| 6    | TH  | 2/26 | Interpersonal Communication | - Communication Processes (pp. 81-96)  
**Homework #2 due** |
| 7    | T   | 3/3  | Conflict: A bad thing? | - Conflict in Organizations (pp.97-110) |
| 7    | TH  | 3/5  | Work Teams and Groups | - Groups and Intergroup Processes (pp. 111-128) |
| 8    | T   | 3/10 | **Guest Speaker: Claire Coulter**  
**Corporate Recruiter - Wolseley North American**  
Decision Making by Individuals and Groups | - Decision-Making & Problem-Solving Processes  
- Team Productivity Through Management of Agreement (pp. 129-152) |
<p>| 8    | TH  | 3/12 | Decision-Making Exercise | |
| 9    | T   | 3/17 | Exam #2 (weeks 5-8) | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>TH</td>
<td>3/19</td>
<td>Motivation I</td>
<td>- Motivation and Work Behavior (pp. 153-174)</td>
</tr>
<tr>
<td>10</td>
<td>T</td>
<td>3/24</td>
<td>Motivation II</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>TH</td>
<td>3/26</td>
<td>Learning &amp; Performance Management</td>
<td>- Work Motivation and Performance (pp. 175-184)</td>
</tr>
<tr>
<td>11</td>
<td>T</td>
<td>3/31</td>
<td>Spring Break…don’t worry, be happy!</td>
<td>Homework #3 due</td>
</tr>
<tr>
<td>11</td>
<td>TH</td>
<td>4/2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>T</td>
<td>4/7</td>
<td>STRESS #$&amp;^%$!!!</td>
<td>- Managing Stress and the Work-Life Balance (pp. 185-202)</td>
</tr>
<tr>
<td>12</td>
<td>TH</td>
<td>4/9</td>
<td>Power &amp; Politics</td>
<td>- Power and Political Behavior (pp. 203-216)</td>
</tr>
</tbody>
</table>
| 13 | T | 4/14 | Guest Speaker: Vince Ferraro  
Former V.P. of Global Marketing – Eastman Kodak |   |
| 13 | TH | 4/16 | Exam #3 (Weeks 9-13) |   |
| 14 | T | 4/21 | Leadership I | - Leadership and Followership  
- The Most Important Leadership Quality for CEOs? (pp. 217-240) |
| 14 | TH | 4/23 | Leadership II |   |
| 15 | T | 4/28 | “Sticky” Issues in Organizations I | - Sexual Harassment  
- What Execs Don’t Get About Office Romance  
- Whistle-Blowers: Threat or Asset? (pp. 241-278)  
Homework #4 due |
| 15 | TH | 4/30 | “Sticky” Issues in Organizations II |   |
| 16 | T | 5/5 | Organizational Culture | - Organizational Culture (pp. 279-295) |
| 16 | TH | 5/7 | Change & Career Management  
Review for final and wrap-up | - Organizational Change & Development  
- Career Management (pp. 297-325) |
|   |   |   | Final Exam Date – Thursday 5/14/15  
1:00-3:00pm | Exam #4 (weeks 14-16) |
Note: This is a tentative course schedule and may shift at my discretion according to class needs, availability of guest speakers, and the like.

Note: According to University policy, no final exams can be given PRIOR to the final exam date.

Congratulations, you have completed MGT 350!