

# BUS325: ORGANIZATIONAL BEHAVIOR

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## Catalog Description

Behavioral approach to management concentrating on the individual in the workplace in dealing with power, authority, rules, status, norms, leadership, motivation, communication, group processes and conflict management.

## Course Outcomes

- Understand the field of organizational behavior and how it applies to the workplace
- Explain how to promote and leverage diversity in an organization
- Analyze how attitudes and job satisfaction are related and how they lead to greater job performance
- Explore group behavior and individual decision-making and how to take them into account for group decision making
- Apply the concepts of motivation to the people that you lead
- Examine communication and leadership at your organization
- Explain the role of power and politics in the workplace
- Determine how organizational structures impact organizations
- Improve organizational culture through exploration
- Outline change management and how individuals deal with change

## Text:

McShane, S. & Von Glinow, M. (2021). *Organizational behavior: Emerging knowledge. Global reality.* (9<sup>th</sup> Ed.). McGraw-Hill.

## Attendance & Late Policy

Seeing as how you signed up for this course, I can only assume that you want to be in this class and as such, I expect you to be at every class session. Since this is an online course, this means that you agree to participate in class discussions with **both** frequency and quality.

You will know well in advance all assignment due dates. That stated, late assignments without prior arrangements will not be accepted for credit. If you know in advance that something will prevent you from completing and submitting your assignments by the due date, you must let me know in advance to negotiate an extension. Without prior negotiation, no points will be awarded to late work. Technological issues are not valid reasons for late work, so plan well in advance to avoid such mishaps.

## **Final grade is based on performance in 5 categories:**

Case Studies:	20 points (2 @ 10 points/each)
Pro Events	20 points (2 @ 10 points/each)
Leadership Journal:	10 points (5 points/each)
Organizational Assessment:	20 points
Discussion:	30 points (2 points/week @ 15 weeks)
<b>Total:</b>	<b>100 points</b>

*\* Note: Using this scale means that each point is effectively 1% of your total grade, where 10 points then represents one full letter grade.*

## **Assessment Details:**

- 1. Case Studies** – Instead of quizzes/exams (which I despise), you'll have two 3- to 5-page papers, where you'll apply course concepts to a real-world situation. After reading each case study, step into the role of the main character and respond by identifying the problem(s) and designing a strategy for what you would do next as that character. Use (and cite) course material, along with any applicable outside resources to develop your plan. Please don't spend the first page or two summarizing the cases. I've read them. It's not necessary to tell me what happened. Instead, simply begin by identifying the problem(s) and then explain your clear and carefully crafted strategy (hint: there's no one right answer or approach to any of them).
  - Grading Rubric:**
    - **6 points** = Problem identified and analyzed clearly, strategy is well-articulated with sufficient concrete detail, and provides a realistic approach to the problem
    - **4 points** = Support to supplement to your strategy
- 2. Pro Events** – Several UWSP departments and programs, including the School of Business & Economics, sponsor **Smiley Professional Events** (or **Pro Events**).

Pro Events connect you to:

- *Campus* (e.g., academic coaching, student clubs);
- *Community* (e.g., Rotary, Business Council): and
- *Careers* (e.g., internships, networking).

As an SBE student, you will be able to choose from a wide variety of speakers, workshops, and special events. With over 300 events per year on the Pro Events calendar, you will have significant flexibility in selecting your events. Whatever you choose, Pro Events will help you to make the most out of your time as a student and to prepare for transitioning into a successful career.

**On April 5 from 5:30-6:30 CST, we will be holding a LIVE virtual networking event for this course that will count as your second Pro Event for this course. More details will follow (watch for announcements via Canvas and email), but it is recommended that you set aside at least 30 minutes before and after this event.**

Visit the Pro Events web site ([proevents.uwsp.edu](http://proevents.uwsp.edu)) for announcements of upcoming events. You can also follow us on social media. Facebook: [UWSP School of Business & Economics](https://www.facebook.com/UWSPSchoolofBusiness&Economics); Twitter: [@UWSPBusiness](https://twitter.com/UWSPBusiness)

For this course, you must attend **two** official Pro Events. One event must be before the mid-semester cut-off (end of Week 8); a second event must be before the end-of-semester cut-off (end of Week 15). If you go to extra events before the mid-semester cut-off, those credits will carry over into the second half of the semester. Attendance at each event will count for 10 points towards your final grade.

There will be a variety of ways to earn your Pro Event credits:

- Attend virtual (Zoom) events in real time; receive attendance credit directly by signing in with your ID number.
- Watch recordings of past events via Anderson Center Canvas page; receive attendance credit after completing quiz and survey.
- Attend events in-person on campus; receive attendance credit directly.
- Attend events in-person off campus; take Events Attendance form (available on Anderson Canvas page) and obtain signature.

Attendance at Pro Events will be confirmed with automatic emails to you and updated on the Pro Events web site. Please allow a week for confirmation of attendance at events held outside the SBE, such as Career Services events. If you have a question about Pro Events attendance, please email [proevents@uwsp.edu](mailto:proevents@uwsp.edu).

If you have multiple courses or affiliations with Pro Events requirements, it is your responsibility to make sure you have attended enough events for each course/affiliation. If you have not attended enough events to cover all of your requirements, your attendance will be allocated to your courses in alpha-numeric order followed by any other affiliations.

After the mid-semester cut-off and the end of this semester's events, I receive reports confirming your attendance.

***Note: The attendance system for Pro Events is imperfect, so I highly recommend obtaining alternate proof of your attendance (screenshots, email confirmations, etc.). If you miss a deadline, contact me to make alternate arrangements.***

Hint: If you are having trouble finding events that fit your schedule, check out the “Create Your Own Event” option on the Anderson Center Canvas page. You can meet with an expert from Career Advising, Financial Coaching or Academic Coaching. We also highly recommend our “Lunch with a Leader” program which allows you to set up a lunch (virtual or in-person) with a business expert to learn more about their industry, company, and profession.

3. **Leadership Journal** – A leadership journal is a priceless tool for any professional in terms of development, as its use over time helps with identifying patterns of behavior, documenting valuable lessons, and assisting one with sorting ideas or hunches. The journal for this course will be used to capture and record your reflections on material each week as you apply material to your own experiences. For example, when something clicks as you suddenly recognize how discussions or readings connect to a prior or current work experience or something you’ve seen in the news, then you can use the journal to further articulate how they apply to those scenarios. Compile your weekly entries into a single document, separating writing sessions by date, and aim for at least 2-3 substantial paragraphs per week that reflect on that week’s material. As with case studies, do not simply summarize material, but instead, focus on applying what you’ve learned to life situations, explore new thoughts arising from wrestling with the material, or reactions you may have to reviewing material, whether you agree or disagree with it. You will submit a compilation of these entries at midterm and again around finals. Also, make backup copies!
4. **Organizational Assessment** – You will select an organization to assess, applying the concepts you have learned to a real-world scenario. The organization may be either a company you are interested in learning more about but have no direct experience with (i.e., Nike, Amazon, Starbucks, etc.) or it may be an organization of which you are an active member. See Canvas for further details.
  - **Grading Rubric:**
    - **15 points** = Describes organization’s history, explains culture, outlines structure, assessment provides humanization (i.e., provides sample stories of the people of the organization or who the organization serves and impacts), and all is done with sufficient detail to “show your work” in a way that provides rich detail that one cannot simply find by reading the Wikipedia article on the organization.
    - **5 points** = Support included to supplement assessment
3. **Discussions** – Okay, it’s an online course. We’re all familiar with online class discussion boards, particularly the classic “Great post” or “I agree” responses. This will not be that course. Faculty dread those discussions as much as students, so for this course, we’re doing discussions a bit differently. Review these guidelines carefully:
  - **Initial response:** By end-of-day on Wednesday each week, post a detailed and well-supported response to the questions of the week and incorporate references where applicable. As you address the questions, there are no

requirements for word count or format, as our goal is to hold class discussions that have a more conversational, natural feel. That stated, initial posts need to have substance, and points are awarded based on how genuine they seem, along with the level of new or unique insights provided, all of which demonstrates a mindful effort to consider responses to each question.

- **Synthesis response:** First, before end-of-day Friday, review your peers' initial posts and take note of which ones caught your eye and made you want to read further. Perhaps you agreed as they supplemented your own thoughts OR maybe they challenged you to think differently. After identifying one or more peer posts, create a response in the "Synthesis Response" discussion thread for that week where you weave together how peer discussion post(s) intersected with your own thoughts and the reading for that week (i.e., synthesize that week's material in one post). **Important:** Name the peer(s) post(s) that influenced you, and although I don't require additional replies, you're encouraged to engage in further dialogue, so be sure to return and check synthesis threads to see if your post earned a shout-out. If so, it's a great opportunity to continue discussions without having to force those "great post" or "I agree" replies.

#### *Discussion punctuality:*

I'm flexible with anyone who reaches out to communicate their needs to me, but when initial posts are more than a few days late, nobody but myself is going to read them, which means no dialogue with peers. Regardless of how well you composed your thoughts, late posts earn nothing but points, leaving them sad, lonely, and wanting. Don't get me wrong - points are great, but other than a grade you'll forget about in a year, points don't do anything. The best lessons come from review and dialogue.

Similarly, synthesis responses not posted by Friday don't give others the opportunity to see how their work influenced others, so punctuality in discussions will lead to significantly more rewarding experiences than the bare minimum. Remember this: A surgeon who graduates at the bottom of their class with a C-average can still perform surgery, so even though GPA may seem important now, it's what you recall and use 10-20 years down the road that has real value.

- **Discussion Scoring (1 point per forum):**
  - 1 = Meaningful, timely response, includes clear connections and support such as course reading, outside resources, and/or references to peers' posts.
  - 0.75 = Post was late OR lacked connections/original ideas, didn't add value to our dialogue, or regurgitated the text without application to experience.
  - 0.5 = Flagrantly meaningless or shallow post (regardless of intent), needs more elaboration, connections to experience, or support.

- 0 = No post OR what was posted made little to no sense, was derogatory toward others, plagiarized, or was excessively late without any communication to arrange alternate timeline.

### **Assessment & Assignments:**

Your grade in this course is based on the following criteria:

- A = Superior, exceptional, nearly flawless work. You'll be teaching this class by the time we're done, and frankly, I'm threatened by your level of excellence.
- B = Generally, a solid attempt and nicely done overall. You missed some aspects of the work, or it had a fair share of flaws, but I like where you're heading. Keep expanding and applying material if you would like to level up.
- C = Okay, something is better than nothing, no doubt, and let's face it – Cs get degrees, and I understand that are times when we need to focus on more important things than this class. This work either has a lot missing or it simply missed the mark and needs some adjustment, but if you reach out, there's a great chance you can redo it for a better grade if you wish.
- D = You know, I'm a bit confused by what you submitted, and I have a feeling you might be as well. Let's set up a time to talk because I don't think either of us wants to see this become your final grade. Everyone deserves a second chance.
- F = Look, you're not a failure, but something went wrong, and it's usually one of three things:
  - You didn't understand the material, and I believe this is the least likely cause because you're obviously brilliant if you're attending UWSP.
  - You didn't try, whether intentional or by accident.
  - There's something sketchy going on, which could be my mistake (I am human, after all) or perhaps we may have found some plagiarism, which is a big red flag.
- If you've received this grade, then we **really** need to talk, especially if there's still time before the withdrawal deadline. Together, we can totally negotiate a plan to straighten out, catch up, or connect you with whatever resources you need to help you succeed, given there's still time, but we need to talk to make it happen.

The following course schedule is highly tentative in nature and is subject to change based upon the rate at which this group progresses through the material.

**\* Note: All assignments are to be submitted by 11:59PM of the day specified.**

<b>Week</b>	<b>What to Read</b>	<b>What to expect &amp; What's due</b>
1	Chapter 1	Course overview, Introductions
2	Chapter 2	Individual Differences: Personality and Values
3	Chapter 3	Perceiving Ourselves and Others in Organizations
4	Chapter 4	Workplace Emotions, Attitudes, and Stress
5	Chapter 5	Foundations of Employee Motivation
6	Chapter 6	Applied Performance Practices
7	Chapter 7	Decision Making and Creativity
8	Chapter 8	Team Dynamics <b>Case Study 1 &amp; Journal 1 Due Sunday</b>
<b>SPRING BREAK – RELAX!</b>		
9	Chapter 9	Communicating in Teams and Organizations
10	Chapter 10	Power and Influence in the Workplace
11	Chapter 11	Conflict and Negotiation in the Workplace
12	Chapter 12	Leadership in Organizational Settings
13	Chapter 13	Designing Organizational Structures
14	Chapter 14	Organizational Culture
15	Chapter 15	Organizational Change <b>Case Study 2 &amp; Journal 2 Due Sunday</b>
	Finals Week	<b>Organizational Presentations Due Monday</b> Review and discuss presentations by <b><u>Thursday</u></b> , before the end of day, using discussion guidelines.