MGMT 362 (Hybrid)
Organizational Behavior

Early Fall Session 15/11
August 17 – October 10, 2015

Course Description
Provides a strong conceptual framework for understanding organizational efficiency as a result of the interactions of people and organizations.

Prerequisite: MGMT 330 or PSYC 101

Class Day and Time: Monday, 5:00 pm – 8:00 pm, RM. 406, NBSD

This is a hybrid course which is defined as an online course supported by a weekly in-seat class. Our class will consist both in-seat and online instruction through various resources, discussion and homework. Please note that we will meet every week, unless otherwise noted.

You are expected to attend every class. If you know prior to the beginning of the session that you will miss more than one in-seat class, it is strongly recommended that you wait to take this course at another time.

The online portion of our course is located in D2L. You will access the course through CougarTrack.

Textbooks


Textbooks for the course may be ordered from MBS Direct:

- online at http://direct.mbsbooks.com/columbia.htm
- by phone at 800-325-3252

For additional information about the bookstore, visit http://www.mbsbooks.com.

Course Overview
Welcome to Organizational Behavior (MGMT 362) hybrid! Organizational Behavior is the study of human behavior, attitudes, and performance in organizations. It is putting and keeping the HUMAN portion of the organization. This class draws concepts from social and clinical psychology, sociology, cultural anthropology, industrial engineering, and organizational psychology. You must understand your people, what causes them to respond to certain stimuli, and how to manage them to get the best results.
Each week we'll focus on different aspects of Organizational Behavior, from Individual Processes, to Group and Interpersonal Processes, to Organizational Processes; these are reinforced and expanded in readings in our text, *Organizational Behavior*, my notes and case studies.

**Technology Requirements**

Participation in this course will require the basic technology for all online classes at Columbia College:

- A computer with reliable Internet access,
- a web browser,
- ability to watch an online video, such as on YouTube,
- Acrobat Reader,
- Microsoft Office or another word processor such as Open Office.

You can find more details about standard technical requirements for our courses on our site.

**Course Objectives**

This course has been designed to meet the following goals:

- To describe how employees behave.
- To explain why employees behave as they do.
- To predict future employee behavior.
- To explain how managers influence employee behavior.

**Measurable Learning Outcomes**

After you have completed this course, you should be able to:

- Explain the levels of analysis in organizational behavior.
- Explain the major theories at the individual level.
- Explain the major theories at the group level.
- Identify the significant procedures at the organizational level.
- Prepare a written professional case analysis.
- Prepare and deliver a professional oral case presentation.
- Explain the major theories of motivation.
- Explain the major theories of leadership.
- Explain the major models of decision-making.
- Explain the major organizational aspects of corporate culture.
# Grading

## Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>720 – 800</td>
<td>90-100%</td>
</tr>
<tr>
<td>B</td>
<td>640 – 719</td>
<td>80-89%</td>
</tr>
<tr>
<td>C</td>
<td>560 – 639</td>
<td>70-79%</td>
</tr>
<tr>
<td>D</td>
<td>480 – 559</td>
<td>60-69%</td>
</tr>
<tr>
<td>F</td>
<td>0 – 479</td>
<td>0-59%</td>
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## Grade Weights

<table>
<thead>
<tr>
<th>Assignment Category</th>
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<th>Percent</th>
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<tbody>
<tr>
<td>In Class Activities</td>
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<td>10%</td>
</tr>
<tr>
<td>Discussions (Online)</td>
<td>40</td>
<td>5%</td>
</tr>
<tr>
<td>Case Studies (Online)</td>
<td>300</td>
<td>37%</td>
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<tr>
<td>Individual Writing Assignment (Online)</td>
<td>25</td>
<td>4%</td>
</tr>
<tr>
<td>Quizzes (In Class)</td>
<td>55</td>
<td>7%</td>
</tr>
<tr>
<td>Final Exam/Case Study (Online)</td>
<td>300</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td>100%</td>
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## Schedule of Graded Assignments

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<tr>
<th>Week</th>
<th>Assignment</th>
<th>Points</th>
<th>Due Online</th>
<th>Due In-Seat</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>In Class Activity 1</td>
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<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discussion 1</td>
<td>5</td>
<td>Friday/Sunday</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Individual Writing Assignment</td>
<td>25</td>
<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plagiarism Tutorial and Quiz</td>
<td>--</td>
<td>Sunday</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>In Class Activity 2</td>
<td>10</td>
<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quiz 1</td>
<td>25</td>
<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discussion 2</td>
<td>5</td>
<td>Friday/Sunday</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>In Class Activity 3</td>
<td>10</td>
<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
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<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discussion 3</td>
<td>5</td>
<td>Friday/Sunday</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Case Study 1</td>
<td>100</td>
<td>Sunday</td>
<td></td>
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<tr>
<td>4</td>
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<td>In Class</td>
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<tr>
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<td>Discussion 4</td>
<td>5</td>
<td>Friday/Sunday</td>
<td></td>
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<tr>
<td>5</td>
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<td>10</td>
<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quiz 3</td>
<td>10</td>
<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discussion 5</td>
<td>5</td>
<td>Friday/Sunday</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Case Study 2</td>
<td>100</td>
<td>Sunday</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>In Class Activity 6</td>
<td>10</td>
<td>In Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discussion 6</td>
<td>5</td>
<td>Friday/Sunday</td>
<td></td>
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</table>
Assignment Overview

Readings (Before Class)

All readings and lecture review should be completed prior to coming to the in-seat portion of class. You should utilize the information from the readings and incorporate it into all assignments within the course.

In Class Activities

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Discussions (Online)

Discussions are an integral part of this course and represent a significant portion of the final grade. Discussion activities are designed to help extend your learning into the real world and bridge the gap between theory and practice.

Discussion topics will be based on the chapter material defined in the weekly course schedule. You are encouraged to interact with your classmates in all discussions. Additional online discussion topics may be introduced as needed. I encourage you to make your initial post prior to the in-seat class. By doing this, you will formulate your understanding of the material and be better prepared to participate in our In Class Activities. You will need to post your initial response by 11:59 pm CT (Central Time) on Friday each week and respond to at least two classmates' posts by 11:59 pm CT on Sunday.

Although you need to respond to at least two peers, per question, I also assess the quality of your responses. "I agree," is perfunctory, not engaging and will not receive full credit. For the benefit of all of those persons reading responses, keep your personal agendas, attitudes, and grudges in check. This course touches on some very sensitive issues and sometimes responses made in public are simply uncalled for and inappropriate. This course is not the place for you to unload the ‘chips’ on your shoulders, or rant against your peers, your professor, or any other person or group. My hope is that we don’t have those kinds of exchanges this term.

Disagreement can be healthy, but only if it’s done tactfully and constructively. Conventions of professional etiquette, which include courtesy to all students, will be observed online and the equivalent will be observed in the classroom setting. Offensive, inflammatory wording and personal attacks will not be tolerated. In a diverse population as these classes are, we cannot force our personal values and beliefs on others. Civility and sensitivity are expected in all our communications.
Individual Writing Assignment (Online)
Before you do any reading or research, complete the Competency Self-Assessment Inventory located on page 27 of the text.

After you complete the competency self-assessment, write a brief (2-3 paragraphs) evaluation explaining how you see yourself (strengths and weaknesses), and how you envision this course can help you improve in the seven competencies. An example is provided under the “Content” section on D2L.

Place your assignment (competency scores and evaluation) in the appropriate Dropbox folder by 11:59 pm on Sunday of Week 1.

Case Studies (Online)
You will submit a written paper (three total) that covers a given Case Study. Each case study will include a synopsis and three Findings of Fact. Each Finding of Fact will require a justified recommended solution. I expect you to support your recommended solutions with rational thought learned from the course material, other courses and real-life experiences.

Each Case Study is worth 100 points. Submit your Case Study responses to the appropriate Dropbox by 11:59 pm CT on Sunday of the week they are due.

Quizzes (In Class)
You will take four quizzes during this course. They are all open-book and be completed in class. The first quiz is worth 25 points. Each subsequent quiz is worth 10 points.

Final Exam (Online)
The Final Exam will consist of a single case study. Based on the case study, you will demonstrate the knowledge learned during the course. A synopsis will not be required. However, it will include three Findings of Fact. Each Finding of Fact will require a justified recommended solution.

The examination will be worth 300 points and must be submitted by 11:59 pm CT on Saturday of Week 8.

Course Schedule
Week 1: Competency Evaluation, Leadership, and Perceptions
Readings (Before Class)
- Chapters 1 - 4

In Class Activity 1
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Discussion 1 (Online)
Submit a biographical sketch that describes who you are, your family, where you work, and your future goals. I have posted information about myself that you may use as an example. I encourage you to utilize this forum to introduce yourself and interact with your colleagues.

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Sunday.
Individual Writing Assignment (Online)

Before you do any reading or research, complete the Competency Self-Assessment Inventory located on page 27 of the text.

After you complete the competency self-assessment, write a brief (2-3 paragraphs) evaluation explaining how you see yourself (strengths and weaknesses), and how you envision this course can help you improve in the seven competencies. An example is provided under the “Content” section on D2L. Place your assignment (competency scores and evaluation) in the Dropbox.

Make sure to provide proper source information for the stories you decide to discuss. Submit your paper to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Plagiarism Tutorial and Quiz

A Plagiarism Tutorial is available in the Content area. Take some time to review this tutorial, then complete the Plagiarism Quiz in the Quizzes area.

You must pass the quiz with a score of 100% before you can submit your Case Studies responses.

Week 2: Practical Application in Individual Processes

Readings (Before Class)

- Chapters 5 - 6

In Class Activity 2

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Quiz 1 (In Class)

Quiz 1 will be taken during the In Class session. It will be 25 questions over Chapters 1 – 4.

Discussion 2 (Online)

View the video “The Breakfast Club” in the Discussion section on your course. Respond to the questions posted on the Discussion Thread.

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Sunday.

Week 3: Continued Motivation

Readings (Before Class)

- Chapters 7 and 8

In Class Activity 3

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Quiz 2 (In Class)

Quiz 2 will be taken during the In Class session. It will be 10 questions over Chapters 5 – 6.

Discussion 3 (Online)

What are some ethical problems associated with performance-based reward programs? What abuses have you seen? How can leaders correct such abuses?
Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Sunday.

Case Study 1 (Online)
The case study (Coleen Colombo and Colleagues Resist Mortgage Fraud, page 250) will include a Synopsis and three Findings of Fact. Each Finding of Fact will require a justified recommended solution. Students should support their recommended solutions with rational thought learned from the course material, other courses, www resources provided for this course, and real-life experiences. The paper will be double-spaced and will NOT exceed 10 pages in length.

Submit your paper to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Week 4: Interpersonal Processes

Readings (Before Class)
- Chapters 9 and 10

In Class Activity 4
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Discussion 4 (Online)
View the video “Apollo 13” in the Content section on your course dashboard. Respond to the questions in the “Discussions” area in your course on D2L. Explain and defend your responses during the conference.

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Sunday.

Week 5: Group and Interpersonal Processes

Readings (Before Class)
- Chapters 11 and 12

In Class Activity 5
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Quiz 3 (In Class)
Quiz 3 will be taken during the In Class session. It will be 10 questions over Chapters 7 – 10.

Discussion 5 (Online)
Review the nine cultural dimensions of GLOBE (see Table 11.2). How would you describe your societal culture as you understand it with respect to each of these dimensions? In what ways do you think your experiences with leaders reflect this cultural profile?

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Sunday.

Case Study 2 (Online)
The case study (How Personal Can Ethics Get? Page 562) will include a Synopsis and three Findings of Fact. Each Finding of Fact will require a justified recommended solution. Students should support their recommended solutions with rational thought learned from the course material, other courses, www
resources provided for this course, and real-life experiences. The paper will be double-spaced and will NOT exceed 10 pages in length.

Make sure to provide proper source information for the stories you decide to discuss. Submit your paper to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

**Week 6: Organizational Processes**

**Readings (Before Class)**

- Chapters 13 - 15

**In Class Activity 6**

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

**Discussion 6 (Online)**

View the video “Eight Mile” in the Content section on your course. Respond to the questions in the “Discussions” area of your course on D2L.

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Sunday.

**Week 7: Organizational Processes Continued**

**Readings (Before Class)**

- Chapters 16 and 17

**In Class Activity 7**

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

**Quiz 4 (In Class)**

Quiz 4 will be taken during the In Class session. It will be 10 questions over Chapters 11 – 15.

**Discussion 7 (Online)**

Rahm Emanuel, White House chief of staff for President Obama, said: "You never want a serious crisis to go to waste because it gives leaders a tremendous opportunity to make difficult, yet necessary, organizational changes.”

Do you agree or disagree with this statement?

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Sunday.

**Case Study 3 (Online)**

The case study ("What to do with Howard?" in the “Content” section on your course dashboard) will include a Synopsis and three Findings of Fact. Each Finding of Fact will require a justified recommended solution. Students should support their recommended solutions with rational thought learned from the course material, other courses, www resources provided for this course, and real-life experiences. The paper will be double-spaced and will NOT exceed 10 pages in length.

Make sure to provide proper source information for the stories you decide to discuss. Submit your paper to the appropriate Dropbox folder by 11:59 pm CT on Sunday.
Week 8: Course Summary

In Class Activity 8
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Discussion 8 (Online)
Go to www.zappos.com. How does this website illustrate cultural diversity?

Tony Hsieh, leader of Zappos, has some very strong norms about what behaviors are rewarded and what are punished. To more fully understand Zappos' cultural values go to www.zappos.com and click on “What are Zappos employees doing right now?” at the bottom of the homepage. Are there any ethical issues here?

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates' posts by 11:59 pm CT on Saturday.

Final Exam/Case Study (Online)
I will provide you with the final Individual Case Study. The case study will include three Findings of Fact. Each Finding of Fact will require a justified recommended solution. You do not need to provide a synopsis. As you have learned throughout the course, it is important to develop a solution for the problem.

Submit your paper to the appropriate Dropbox folder by 11:59 pm CT on Saturday.

Course Policies

Student Conduct
All Columbia College students, whether enrolled in a land-based or online course, are responsible for behaving in a manner consistent with Columbia College's Student Conduct Code and Acceptable Use Policy. Students violating these policies will be referred to the office of Student Affairs and/or the office of Academic Affairs for possible disciplinary action. The Student Code of Conduct and the Computer Use Policy for students can be found in the Columbia College Student Handbook. The Handbook is available online; you can also obtain a copy by calling the Student Affairs office (Campus Life) at 573-875-7400. The teacher maintains the right to manage a positive learning environment, and all students must adhere to the conventions of online etiquette.

Plagiarism
Your grade will be based in large part on the originality of your ideas and your written presentation of these ideas. Presenting the words, ideas, or expression of another in any form as your own is plagiarism. Students who fail to properly give credit for information contained in their written work (papers, journals, exams, etc.) are violating the intellectual property rights of the original author. For proper citation of the original authors, you should reference the appropriate publication manual for your degree program or course (APA, MLA, etc.). Violations are taken seriously in higher education and may result in a failing grade on the assignment, a grade of "F" for the course, or dismissal from the College.

Collaboration conducted between students without prior permission from the instructor is considered plagiarism and will be treated as such. Spouses and roommates taking the same course should be particularly careful.
All required papers may be submitted for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers may be included in the Turnitin.com reference database for the purpose of detecting plagiarism. This service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

A plagiarism tutorial is located in the content area of the D2L website. Additionally, work that was completed in a prior course and submitted in the current course will not be accepted.

Non-Discrimination

There will be no discrimination on the basis of sex, race, color, national origin, sexual orientation, religion, ideology, political affiliation, veteran status, age, physical handicap, or marital status.

Disability Services

Students with documented disabilities who may need academic services for this course are required to register with the Coordinator for Disability Services at (573) 875-7626. Until the student has been cleared through the disability services office, accommodations do not have to be granted. If you are a student who has a documented disability, it is important for you to read the entire syllabus before enrolling in the course. The structure or the content of the course may make an accommodation not feasible.

Attendance Policy

Attendance for a week will be counted as having submitted a course assignment for which points have been earned during that week of the session or if the proctoring information has been submitted or the plagiarism quiz taken if there is no other assignment due that week. A class week is defined as the period of time between Monday and Sunday (except for Week 8, when the week and the course will end on Saturday at midnight). The course and system deadlines are all based on the Central Time Zone.

Email

All students are provided a CougarMail account when they enroll in classes at Columbia College. You are responsible for monitoring email from that account for important messages from the College and from your instructor. You may forward your Cougar email account to another account; however, the College cannot be held responsible for breaches in security or service interruptions with other email providers.

Students should use email for private messages to the instructor and other students. The class discussions are for public messages so the class members can each see what others have to say about any given topic and respond.

Late Assignment Policy

A hybrid class requires regular participation and a commitment to your instructor and your classmates to regularly engage in the reading, discussion and writing assignments. Although most of the communication for this course is asynchronous, you must be able to commit to the schedule of work for the class for the next eight weeks. You must keep up with the schedule of reading and writing to successfully complete the class.

Course Evaluation

You will have an opportunity to evaluate the course near the end of the session. A link will be sent to your CougarMail that will allow you to access the evaluation. Be assured that the evaluations are anonymous and that your instructor will not be able to see them until after final grades are submitted.
Additional Resources

Orientation for New Students

This course is offered online, using course management software provided by Desire2Learn and Columbia College. The Student Manual provides details about taking an online course at Columbia College. You may also want to visit the course demonstration to view a sample course before this one opens.

Technical Support

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Helpdesk, or the D2L Helpdesk for assistance. Contact information is also available within the online course environment.

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<tr>
<th><a href="mailto:CCHelpDesk@ccis.edu">CCHelpDesk@ccis.edu</a></th>
<th><a href="mailto:helpdesk@desire2learn.com">helpdesk@desire2learn.com</a></th>
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</thead>
<tbody>
<tr>
<td>800-231-2391 ex. 4357</td>
<td>877-325-7778</td>
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Online Tutoring

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing.

Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack under Students->Academics->Academic Resources.