

**San José State University****School: College of Business****Department: Organization and Management****Course Number: Bus 160****Title: Fundamentals of Management and Organizational Behavior****Section: 11****Semester: Spring****Year: 2015**

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<b>Office Hours:</b>	Thursdays 1:30-2:30pm
<b>Class Days/Time:</b>	<u>Tuesdays and Thursdays 9-10:15am</u>
<b>Classroom:</b>	BBC 004
<b>Prerequisites:</b>	None
<b>Canvas Course Page</b>	<a href="https://sjsu.instructure.com/">https://sjsu.instructure.com/</a>

**Canvas**

Copies of the course materials such as the syllabus, major assignment handouts, etc. will be posted on Canvas. You are responsible for regularly checking the site.

**Course Description**

Provides a foundation for major topics in management and organizational behavior by surveying theories and practices relating to managerial roles, organizational cultures, fundamental strategic issues, planning, team building, communication, motivation, leadership, decision-making, control, structure and change.

## **Course Goals and Student Learning Objectives**

### **Course Goals**

Successful management requires a knowledge of the behavior of people in organizational settings and of the processes that occur in those settings. This course is designed provide you with an overview of the challenges that arise for managers in organizational settings and to provide an introduction to the concepts and theories that can be useful in facilitating effectiveness.

Thus, this course has two primary goals:

- To provide an introduction to theories and concepts of organization and management.
- To provide applications of these theories and concepts to the management of organizations and the people who make up those organizations.

### **Student Learning Objectives**

Students taking Bus. 160 are expected to demonstrate a basic understanding in management and organizational behavior which includes the following topics:

- Management theories and practices in historical perspective
- Managerial roles and principles
- Cultures and their impact on organizations.
- Goal setting, planning, and fundamental strategic issues
- Working in teams, interpersonal communication, and motivation.
- Managerial decision making
- Organizational structure and change
- Control processes and performance standards
- Leadership

## **BSBA Goals**

**Goal 1: Business Knowledge** - Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

### **Learning Objectives:**

- To understand models or frameworks that enable integration and management of multi-disciplinary considerations critical to the firm's objective to increase performance
- Demonstrate knowledge of business operating environments
- Understand the fundamental principles and develop requisite skills in the respective discipline.

### **Learning Outcomes:**

Students will display knowledge of these discipline-specific concepts

**Goal 2: Communication:** Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately. **(25-35% of points)**

### **Learning Objectives:**

- Demonstrate proficiency in written English using a variety of methods and formats (conventional hardcopy assignments such as position papers, executive summaries, memos, letters, meeting notes and summaries, proposals and internet-based tools, such as internet and chat tools)
- Demonstrate proficiency in oral English using a variety of methods and formats (conventional hardcopy assignments such as position papers, executive summaries, memos, letters, meeting notes and summaries, proposals and internet-based tools, such as internet and chat tools)
- Students will understand the concepts related to communication in organizational contexts

### **Learning Outcomes:**

- Students will demonstrate effectiveness in communicating their conclusions based on business analysis, as assessed with a rubric covering: Logical reasoning and Adherence to established practices of written English communications
- Students will demonstrate effectiveness in oral communication by demonstrated:
  - Effective audience contact
  - Effective use of MS PowerPoint capabilities
  - Effective time management for the presentation

**Goal 3: Ethical Awareness** Recognize, analyze, and articulate solutions to ethical issues that arise in business.

### **Learning Objectives:**

- Identify major ethical theories/concepts and recognize their application to business settings and demonstrate an ability to recommend changes in corporate policies and organizational structure,

public policy, and stakeholder action to remedy problems of unethical or irresponsible business behavior in complex case situations

**Learning Outcomes:**

- Students will effectively analyze a business case for ethical issues and provide ethical solutions to the dilemma presented in the case by:
  - Recognizing ethical problem
  - Developing constructive, morally defensible solutions and provide reasons in support of each

**Goal 4: Leadership, Teams, and Diversity (20-25% of class points)\*** Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

**Learning Objectives:**

- Students will understand the predominant leadership theories.
- Understand the leadership and behavioral skills necessary to mobilize individuals and groups toward action

**Learning Outcomes:**

- Students will demonstrate knowledge of factors leading to effective team performance
- Students will demonstrate knowledge of important leadership skills and theories
- Students will be able to function effectively within a team.
- Identify the factors that contribute to effective performance of diverse teams

**Goal 5: Critical Thinking** Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology. **(50% of class points)**

**Learning Objectives:**

- Demonstrate proficiency in critical analytical thinking, including analysis, interpretation, evaluation, inference, and explanation of information
- Analyze a business problem, determine the critical information required to solve the problem, and use the appropriate technology to design a solution

**Learning Outcomes:**

- Each student will be able to analyze organizational situations and demonstrate effective skills in interpretation, evaluation, and communication of his/her analysis

**Goal 6: Innovation** Recognize, analyze, and articulate strategies for promoting creativity and innovation. (5% of class points)

**Learning Objectives:**

- Identify major concepts of creativity and innovation and recognize their application to business settings.
- Demonstrate an ability to recommend strategies for enhancing creativity and innovation in business settings.

**Learning Outcomes:**

- Students will be able to identify how technology influences work place environments and processes.
- Students will be able to identify the situational and individual characteristics that aid creativity and innovation.

**Required Texts/Readings**

**Textbook**

George, J., & Jones, G. Understanding and Managing Organizational Behavior. Pearson Prentice Hall, Upper Saddle River, NJ. 5<sup>th</sup> edition or higher will be fine.

**Other Readings**

Additional readings are available on the course Canvas.

**Library Liaison**

Diana Wu Phone: 408 808-2087 Email: Diana.wu@sjsu.edu

**Classroom Protocol**

Class-time will consist of a combination of lecture and experiential activities. The purpose of using experiential activities (or simulations) is so that you will have the opportunity to apply the concepts and theories learned in the course, to a simulated, real life situation. In this regard, the classroom becomes a laboratory and you, the students, become active participants in your own learning. This is what is called experiential learning. Therefore, attendance is highly recommended and it is expected that students will come to class prepared having done the reading assignment and any homework that is due.

**Dropping and Adding**

Students are responsible for understanding the policies and procedures about add/drops, academic renewal, etc. Information on add/drops are available at

<http://info.sjsu.edu/web-dbgen/narr/soc-fall/rec-324.html>

Information about late drop is available at <http://www.sjsu.edu/sac/policies/latedrops/>. Students should be aware of the current deadlines and penalties for adding and dropping classes.

## **Assignments and Grading Policy**

### **1. Exams**

There are a total of four exams for this course. Grades will be based on the student's performance on three out of the four exams (with the final exam being REQUIRED). The final exam will be Exam 4, which will be given during finals week. You may drop your lowest grade from the first three exams (Exams 1, 2, 3) or if you miss one of the first three exams, that grade will be dropped. No make-up exams will be given. All exams will each be worth 20 points and will consist of multiple-choice questions. The exams will be closed book and closed notes. The exams will not be cumulative. You will need Scantron Form 882-E for all the exams.

### **2. Article Readings**

There are 4 article readings corresponding to our course topics. The articles are posted on Canvas. Questions for each article reading are posted on Canvas. The deadlines for these quizzes are listed in the schedule below and are due by 5pm on the deadline date. No extensions will be given. Your grade will be based on your answers to 3 of these readings (so I will drop your lowest grade or if you do NOT answer questions on a specific article that grade will be dropped). Each article reading will be worth 3 points for a total of 9 points.

### **3. Self change project**

Changing organizational behaviors on an individual and on a systematic level can be challenging, and it is easy to underestimate these challenges when focusing on others' behavior. To help you understand some of the challenges that can arise and thought processes that accompany these challenges, you will choose an important behavior change and attempt to carry it out during the semester. This project will consist of completing two online assignments – one at the beginning of the semester and another at the end of the semester. Details regarding the project will be presented in the first online assignment. This project will be worth 4 points of your final grade. Deadlines are noted on the schedule below.

### **4. Informational Interview**

The purpose of the informational interview is threefold. First, it will give you an opportunity to examine an occupation in depth that is of interest to you. Second, it will give you an opportunity to practice networking, which is an important business skill. And third, you will get some career advice that may be useful to you. The steps and format of the assignment are posted on CANVAS. This assignment is worth 3 points and is due online. The deadline is noted on the class schedule below.

### **5. Team Project**

During the first weeks of class you will be assigned to teams to work on a team project. Details regarding the project will be posted on CANVAS. The project grade will be based on two components: a paper and peer evaluations. Both the paper and peer evaluations are to be submitted online in CANVAS. This project is worth 20 points of your final grade. The deadline is noted on the schedule below.

## 6. Homework

Homework assignments will be given throughout the semester. The deadlines for the homework will be announced throughout the semester in class. The homework assignments will be cumulated and will be worth 2 points of the final course grade.

## 7. Research Experience

The study of Management and Organizational Behavior is a scientific endeavor, in which theories and hypotheses are tested through rigorous empirical studies. In order to give you a flavor of the kinds of studies that may be used to inform our understanding of workplace behaviors, you are required to participate in 2 hours of research within the COB. You will receive an email with information regarding your research experience account in the beginning of the semester. Studies will be posted every two weeks but once they are full, they will expire so please participate sooner than later. The last studies will be posted on May 4 and the completion deadline is May 8. If you choose not to complete the Research Experience through participation in research studies, an alternative assignment of writing reviews articles has been posted on CANVAS and is due on Tuesday May 12. No extensions will be permitted. Research experience will be worth 2 points of the final course grade.

## Grading Criteria

1. Three Exams (Final Exam 4 required)	60 points (20 points each)
2. Article Readings (3)	9
3. Self change project	4
4. Informational Interview	3
5. Team Project	20
6. Homework	2
7. Research Experience	2
Total Points = 100	

## Grade Distribution (Please note that there is no curving of grades)

A+ 97-100	B+ 87-89	C+ 77-79	D+ 67-69	F 59>
A 94-96	B 84-86	C 74-76	D 64-66	
A- 90-93	B- 80-83	C- 70-73	D- 60-63	

Note: the schedule is subject to change with fair notice

WK	Date	Topics	Deadlines
1	R. Jan. 22	Introduction	
2	T. Jan. 27	Ch. 1 Introduction to Organizational Behavior	
	R. Jan. 29	Appendix (end of book): Research Methods in Org'l Behavior	
3	T. Feb. 3	Appendix (end of book): Research Methods in Org'l Behavior	
	R. Feb. 5	Ch. 2 Individual differences: Personality and Ability	Self Change Part 1
4	T. Feb. 10	Ch. 3 Values, Attitudes, Moods, and Emotions	Behling article 1
	R. Feb.12	Review for Exam 1	
5	T. Feb.17	<b>Exam 1 (Chapters: Appendix, 1, 2, 3)</b>	
	R. Feb.19	Ch. 4 Perception, Attribution, and the Management of Diversity	
6	T. Feb.24	Ch. 5 Learning and Creativity	
	R. Feb.26	Ch. 6 The Nature of Work Motivation	
7	T. Mar.3	Ch. 7 Creating a Motivating Work Setting	Latham article 2
	R. Mar.5	Ch. 7 Creating a Motivating Work Setting	
8	T. Mar.10	Review for Exam 2	
	R. Mar.12	<b>Exam 2 (Chapters 4, 5, 6, 7)</b>	
9	T. Mar.17	Ch. 8 Pay, Careers, and Changing Employment Relationships	
	R. Mar.19	Ch. 10 The Nature of Work Groups and Teams	Kruger article 3
10	T. Mar.24	<b>NO CLASS SPRING BREAK</b>	
	R. Mar.26	<b>NO CLASS SPRING BREAK</b>	
11	T. Mar.31	<b>NO CLASS Cesar Chavez Day</b>	
	R. Apr.2	Ch. 11 Effective Work Groups and Teams	
12	T. Apr.7	Guest Speaker	
	R. Apr.9	No Class: Informational Interview	
13	T. Apr.14	Ch. 12 Leaders and Leadership	
	R. Apr.16	Ch. 13 Power, Politics, Conflict, and Negotiation	Informational Interview Due
14	T. Apr.21	Ch. 13 Power, Politics, Conflict, and Negotiation	Cascio article 4
	R. Apr.23	Review for Exam 3	
15	T. Apr.28	<b>Exam 3 (Chapters 8, 10, 11, 12, 13)</b>	
	R. Apr.30	Ch. 14 Communication in Organizations	Self Change Part 2
16	T. May 5	Ch. 15 Decision Making and Organizational Learning	Team Project Due
	R. May 7	Ch. 17 Organizational Culture	
17	T. May 12	Ch. 18 Organizational Change	Alternative Research Experience Due
	<b>Thurs. May 21</b>	<b>Final Exam 4 (Ch. 14, 15, 17, 18 ) Time: 7:15-9:30am</b> (note: Date and time of exam may be different from our regular class. You need to arrive within the first half hour of the exam time)	



## **University Policies**

### **Academic integrity**

Students should know the University's Academic Integrity Policy that is available at [http://www.sa.sjsu.edu/download/judicial\\_affairs/Academic\\_Integrity\\_Policy\\_S07-2.pdf](http://www.sa.sjsu.edu/download/judicial_affairs/Academic_Integrity_Policy_S07-2.pdf)

Your own commitment to learning, as evidenced by your enrollment at San Jose State University and the University's integrity policy, require you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The website for Student Conduct and Ethical Development is available at [http://www.sa.sjsu.edu/judicial\\_affairs/index.html](http://www.sa.sjsu.edu/judicial_affairs/index.html)

Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person's ideas without giving proper credit) will result in a failing grade and sanctions by the University. For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU's Academic Policy F06-1 requires approval of instructors.

### **Campus Policy in Compliance with the American Disabilities Act**

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities requesting accommodations must register with the DRC (Disability Resource Center) to establish a record of their disability.

### **Student Technology Resources**

Computer labs for student use are available in the Academic Success Center located on the 1<sup>st</sup> floor of Clark Hall and on the 2<sup>nd</sup> floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library.

A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include digital and VHS camcorders, VHS and Beta video players, 16 mm, slide, overhead, DVD, CD, and audiotape players, sound systems, wireless microphones, projection screens and monitors.

### **Learning Assistance Resource Center**

The Learning Assistance Resource Center (LARC) is located in Room 600 in the Student Services Center. It is designed to assist students in the development of their full academic potential and to motivate them to become self-directed learners. The center provides support services, such as skills assessment, individual or group tutorials, subject advising, learning

assistance, summer academic preparation and basic skills development. The LARC website is located at

<http://www.sjsu.edu/larc/>

### **SJSU Writing Center**

The SJSU Writing Center is located in Room 126 in Clark Hall. It is staffed by professional instructors and upper-division or graduate-level writing specialists from each of the seven SJSU colleges. Our writing specialists have met a rigorous GPA requirement, and they are well trained to assist all students at all levels within all disciplines to become better writers. The Writing Center website is located at

<http://www.sjsu.edu/writingcenter/>

### **Peer Mentor Center**

The Peer Mentor Center is located on the 1<sup>st</sup> floor of Clark Hall in the Academic Success Center. The Peer Mentor Center is staffed with Peer Mentors who excel in helping students manage university life, tackling problems that range from academic challenges to interpersonal struggles. On the road to graduation, Peer Mentors are navigators, offering “roadside assistance” to peers who feel a bit lost or simply need help mapping out the locations of campus resources. Peer Mentor services are free and available on a drop –in basis, no reservation required. The Peer Mentor Center website is located at <http://www.sjsu.edu/muse/peermentor/> .

### **College of Business Policies:**

To ensure that every student, current and future, who takes courses in the Boccardo Business Center has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies:

#### **Eating:**

Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

#### **Cell Phones:**

Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

#### **Computer Use:**

In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other

activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

**Academic Honesty:**

Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by Academic Senate Policy S04-12.