

BUS325: ORGANIZATIONAL BEHAVIOR

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Catalog Description

Behavioral approach to management concentrating on the individual in the work place 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.* (9th 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.

Evaluation will be based on five assessments:

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)
Total:	100 points

Assessment Details:

1. **Case Studies** – In place of exams or quizzes, you will be asked to write two 3- to 5-page papers that apply what you have learned to a real-life situation. You will read each case study and then, stepping into the role of the main character in those studies, respond to the question of, “What would you do?” You will be expected to use and cite course material to develop a plan on how you would respond to the most pressing professional issue apparent to you in that case study. Do not regurgitate or summarize the case; I have read these cases several times and know what each case entails, so it is not necessary to tell me what happened. Simply start the paper with your plan to address the situation.
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.

Visit the Pro Events web site (proevents.uwsp.edu) for announcements of upcoming events. You can also follow us on social media. Facebook: [UWSP School of Business & Economics](#); Twitter: [@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.

As we continue Pro Events during COVID, there will be a variety of ways to earn your 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.

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 will receive reports confirming your attendance. You do not need to do anything else.

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.

Instructor's note: The attendance system for Pro Events is an imperfect one, so I highly recommend that you obtain proof of your own attendance, whether through screenshots, email confirmations, or other creative means.

3. **Leadership Journal** – You will maintain a weekly leadership journal throughout this course, in which you capture and record your reflections each week, while giving insight into your thought processes and problem-solving strategies. As for

what to write, simply write whatever comes to mind as we move through the course material. If something from the reading sparks your interest, write a reflection on it. If something from discussions rekindles a work-related memory, write down your recollection of the story. Feel free to analyze current work situations or problems using the tools you learn. Whatever you write, simply keep a single document, and write at least 2-3 substantial paragraphs per week that reflect on that week's material. As with case studies, do not simply summarize the material; this isn't a history course where you regurgitate dates and facts. Rather, I'm looking for your ability to apply what you've learned, explore new ideas that come as a result of our journey through the material, or thoughts you may have on the material, regardless of whether you agree or disagree with it. You will turn in a compilation of these entries once at midterm and again at the end of the course.

3. **Organizational Assessment** – You will select an organization to assess, thereby 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.

3. **Discussions** – Being an online class, much of your learning will take place via collaboration with your peers. Discussions are assessed based on three criteria: 1) initial responses, 2) peer responses, and 3) facilitating discussion on your own initial posts (i.e., responding meaningfully to peer responses on your initial post each week):
 - **Initial response:** By Wednesday of each week, post a substantial response to the initial questions provided in the discussion thread of the week. Please incorporate references to your readings into these discussions and cite page numbers when possible.
 - **Synthesis response:** By Friday, review your peers' responses, taking note of which ones resonate with yours, whether by agreeing and/or supplementing your own points OR by challenging you to think differently about your positions and perspectives. Then, construct a summary response where you synthesize your peers' work with your own initial response. Be sure to give credit by name to the peers' work that influenced this response. While replies to synthesis posts are not required, they are certainly encouraged, as further discussion allows us to take the material even deeper.
 - **Timeliness:** As you can see, adherence to the Wednesday-Friday schedule is critical. Initial posts that are consistently late will not receive peer review (I recommend posting initially by Tuesday). Synthesis responses not posted by Friday do not allow the original poster to see how their work influences or integrates with others. It is critical to the creation of our discussion dynamic that we mindfully adhere to the schedule. Doing so will create a significantly more rewarding class experience than simply "flying on autopilot" or doing the bare minimum, although it is true that Cs get degrees. A medical doctor who graduated the bottom of their class is still a doctor (just not a great one).
 - **Grading Rubric, based on 1 point per discussion forum:**

- 1 point = Student composed a meaningful and timely discussion response that includes supporting material such as class resources, outside sources, and/or references to peers' postings.
- 0.75 point = Student may have posted late OR posts were not as well-thought out as possible, failed to add value to dialogue, or simply regurgitated information from the text.
- 0.5 point = Student posted in a flagrantly meaningless fashion.
- 0 point = Student did not post at all, OR what was posted made absolutely no sense, was derogatory, plagiarized, or was excessively late without communication with the professor to arrange alternate due dates.

Assessment & Assignments:

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

A = Superior, exceptional, unbelievable, nearly flawless work.

B = Good, solid attempt, well done. Some flaws, but I like where you're heading!

C = Average. Okay, all right, you did fine. Cs get degrees, right?

D = Below average. I'm confused by your work, and I think you are too. Let's talk.

F = Failing. You're not a failure. You simply don't get it, or you didn't try.

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

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

Week	What to Read	What to expect & What's due
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 Case Study 1 & Journal 1 Due Sunday
SPRING BREAK – RELAX!		
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 Case Study 2 & Journal 2 Due Sunday
	Finals Week	Organizational Presentations Due Monday Review and discuss presentations by <u>Thursday</u> , before the end of day, using discussion guidelines.