

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.* (9th Ed.). McGraw-Hill.

Attendance Policy

Your conscious choice to register for this course, as well as mine to facilitate it implies that we all want the experience to be positive, memorable, engaging, and applicable to our professional lives. There are enough college classes capable of generating misery and/or becoming easily forgettable, and nobody wants that to happen. To make this course an ideal experience for all will require **meaningful** student participation in class discussions with both frequency and quality (see discussion grading below for more).

Since this is a 100% online, asynchronous course, doing so is not only a necessity, but it comprises the bulk of our mutual experience, so the stereotypical online discussion tactics or behaviors will both impact final grades negatively, but it also damages the potential for a positive experience for others as well. By committing to behaviors and routines that generate meaningful dialogue, you're not only ensuring the best possible

grade, but you're increasing the value of your tuition and building professional skills that pay off incredibly well over your professional careers.

Late Policy

There isn't one. This instructor's opinion is that applying a late policy to adults taking a college course is, put simply — stupid. Late policies come with a presumption that the work for that instructor's course takes top priority over other classes, athletic commitments, families, work, mental and physical health, and all the other responsibilities of adulthood. **Therefore, I will never penalize late work because I believe you all are better judges of how to use your time than myself.**

Once we reach the deadline to submit final grades, that's it — it's over. The university's policies aren't as flexible as mine, so that deadline is FIRM. All the due dates in Canvas are posted as guidelines to help everyone manage their workload while we work through the course.

NOTE: Please prioritize discussions. Nobody's going to go back to previous weeks and check to see if anyone responded to their post after we move on. Such peer responses will simply sit out in the virtual world all sad and lonely, forever unread.

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)
Total:	100 points

** 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:** In place of quizzes/exams, you'll have two case study responses, in which you'll apply your own blend of course-specific concepts to a real-life situation. After reading each case, you'll step into the role of the main character, identify the issue(s) present, and then articulate what you would do in that person's position. Leverage course material and any other applicable resources to develop your plan. PLEASE don't summarize the cases, as I've read them more times than I care to admit. Instead, begin each response by identifying the problem(s), followed by your strategy.

- **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 included to supplement 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.

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.

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.

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 priceless for professional (and personal) development, as it assists with identifying behavioral patterns, documents valuable lessons, and sorts out your ideas and hunches. The journal for this course captures and records thoughts on material each week as you apply it to your experiences.

For example, when something clicks and you recognize ways that a discussion or reading connects to a prior or current work experience, current event, or anything else, use the journal to articulate how it applies. Compile entries into a single document and clearly separate/organize your thoughts by date.

I always recommend at least 2-3 substantial paragraphs per week to fully reflect on that week's material, but you can do this in video or audio format as well, if you're more at ease with speaking on the fly without having to write.

As with case studies, don't simply summarize the material. Focus on applying what you've learned to your own life situations, explore new thoughts arising from the material, or record your reactions, whether you agree or disagree. You'll submit a compilation of these entries at midterm and again around finals. Be sure to make backup copies because it really sucks to lose all that at the worst possible time!

- 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.

- **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:** It's an online course. We're all familiar with how discussion boards work, particularly the classic "Great post" or "I agree" responses, but this is not that course. I know that students dread those as much as faculty, so let's treat this course differently:
 - **Initial response:** By **Wednesday**, post a response to the questions I provide and incorporate support where applicable. There are no word count or format requirements, as my goal is to host discussions with more of a conversational feel. That stated, initial posts need to have substance and points are earned based on sincerity and insight, both of which demonstrate mindful effort.
 - **Synthesis response:** By **Sunday**, review peers' posts and note which ones catch your eye and make you read further. Perhaps you agree and they supplement your points OR maybe they challenge you to think differently. After identifying one or more of these, post your response to it in the separate discussion thread called **Synthesis Response** for that week that articulates how your peer's thoughts met with yours.
 - **NOTE:** Don't forget to give your peer a shout-out! Also, even if I don't require additional replies, anyone is encouraged to engage in further dialogue.
 - **Discussion Scoring (based on 1 point per forum):**
 - 1 = Meaningful response with clear connections and support like course readings, outside resources, and/or references to peers' postings.
 - 0.75 = Post lacked connections/original ideas, didn't add value to dialogue, or regurgitated the text without application to experience.
 - 0.5 = Flagrantly meaningless and shallow posting (regardless of intent), needs a LOT more elaboration, connections to experience, or grounding in support.
 - 0 = Nothing posted OR made zero sense, acted derogatory toward anyone in the course, or was clearly plagiarized

Assessment:

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.**

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.