Course Description
This course examines human behavior as it impacts the work organization. Activities include theoretical foundations of motivation, group dynamics, leadership, decision making, satisfaction and performance.

This is a fully online, eight-week course. We will not meet face-to-face at any time.

Course Prerequisites
No prerequisites for this course

Course Objectives
Upon successful completion of this course, students will be able to:
  1. Apply behavioral ideas and theories to organizational productivity.
  2. Develop and lead effective work groups.
  3. Improve interpersonal and organizational development.
  4. Apply an understanding of leadership styles and power bases to improve managerial effectiveness.
  5. Integrate rational and emotive skills and processes to problem solving situations.

Course Materials

ISBN: 9780073381237

Course Assignment Descriptions
You will have several opportunities to demonstrate your knowledge and understanding of the principles taught in this course. The primary means of evaluating your work will be through practical application of the material. In the event that you have difficulty completing any of the assignments for this course, please contact your instructor immediately. Please refer to the Course Materials section of the cyberclassroom for complete details regarding the activities and assignments for this course. The following is merely a summary.

Discussion contributions (50 points per week, total of 400 points)
**Initial Substantive Posts**: Submit an initial response to each of the prompts provided each week by your instructor. Your initial post should be substantive (approximately ½ of a page in length) and must be posted by midnight, Central Time by Wednesday of each week. In your substantive post you are encouraged to use references (you may use your textbook); show evidence of critical thinking as it applies to the concepts or prompt and/or use examples of the application of the concepts to work and life. Proper punctuation, grammar and correct spelling are expected. Please use the spell-check function.

**Required Replies**: You must reply to at least two different peers per prompt. Your replies should build on the concept discussed, offer a question to consider, or add a differing perspective, etc. Rather than responding with, "Good post," explain why the post is "good" (why it is important, useful, insightful, etc.). Or, if you disagree, respectfully share your alternative perspective. Just saying "I agree" or "Good idea" is not sufficient for the posts you would like graded.

**Posting Guidelines**: Overall, postings must be submitted on at least two separate days of the week. It is strongly recommended you visit the discussion forum throughout the week to read and respond to your peers' postings. You are encouraged to post more than the required number of replies.

(Please review the Policies section of Blackboard for further details.)

**Weeks 2 and 5: Cases Studies – 2 @ 50 points each**

For each Case Study assignment, you will write a 3-4 page paper for one of the cases listed. You will have a choice of case for the given week, based on the readings for that week. Please follow the APA rules for completing this assignment. Use a narrative writing style (3rd person) including a separate title page and reference page. Be sure to support your answers with appropriate citations and references. The case studies must include supporting evidence from the text or other sources to receive full points.

**Week 2: Case Study 1 (choose one of the following options)**
- Option 1: Case 4.1 Riding the Emotional Roller Coaster (p.123)
- Option 2: Case 5.1 Vetements Ltee (p.158)
- Option 3: Case 5.2 Motivating Staff When Money is Tight (p.159) (Also includes reading an article entitled The Best Places to Launch a Career from Business Week – link provided in the Week 2 lesson)

**Week 5: Case Study 2 (choose one of the following options)**
- Option 1: Case 10.1 The Rise and Fall of Worldcom (p.318)
- Option 2: Case 10.2 Rhonda Clark: Taking Charge at the Smith Foundation (p.319)
- Option 3: Case 11.1 Tamarack Industries (p.350)
- Option 4: Case 11.2 The New Heat at Ford (p.351)

**Case analysis format**: This paper consists of answering the questions that follow the case incident; however, avoid the question/answer format. Any case analysis will include: 1) quick overview of case; 2) identification of problem areas; 3) summary of
alternative solutions suggested by experts in the field; and 4) your recommendations of what you consider the best practice in the future.

**Weeks 3, 4, and 7: Literature Reviews – 3 @ 50 points each**
The goal of a literature review is to select from a professional journal (within the past three years) an organizational management article. Discuss how the article applies to your work environment utilizing the assigned readings, class discussions, or your personal experiences. Each literature review is to be 3-4 pages, typed, double-spaced; using 12 point font, Times New Roman or similar. Include a separate title page, in-text citations, and a reference page in APA format. One common error students will make is not mentioning the article they are reviewing within the body of the paper. In-text citations should be used (author, year) along with a separate reference page (bring into your discussion what others in the field have to say). The review should include a brief summary of article and what you learned (written in first person) or how you applied the information to your professional life. Your recommendation can either be positive or negative with supporting rationale.

**Week 3: Research Paper Proposal – 20 points**
You will to be asked to critique an organizational an development issue (i.e. leadership, politics, teams, communication) that you feel was most critical to the success or failure of an organization (or company department) that you are familiar with. Define a question or problem that interests you, relative to the subject matter in this course and that you are willing to investigate by reading related research. Define the topic specifically to increase your chances of finding relevant literature. Also, describe what experience(s) led you to choose the topic. Submit your topic explaining your interest in the topic and why you believe it is worthy of your research. For example, ‘Why do teams fail?’ would be an appropriate research topic. The proposal must be in-depth with a length of 3/4 of a page to 1 page. See the explanation of the research paper below for details.

**Week 6: Research Paper Outline and Reference List (Draft) – 30 points**
After your research topic has been approved, your next step is to develop an outline of your paper and a preliminary list of references and sources (at least 5) you intend to use. The outline may be in bullet format or may be the draft of the paper you have started. Again, the outline should be in-depth, covering all main items that will be submitted with your final paper. The references used to support your own original thinking and work should be current and comprehensive relative to your topic and written in 3rd person. Submit a draft of your reference page (in APA format) along with your outline. Keep in mind that your references should be no more than three years old and from scholarly, peer-reviewed sources.

**Week 8: Research Paper – 300 points**
Organizations today are a mixture of many processes, procedures, people, cultures, and sub-cultures. The complexity is overwhelming. For your final paper, you will to be asked to critique an organizational development issue (i.e. leadership, politics, communication) that you feel was most critical to the success or failure of an organization that you are familiar with. Utilize the principles from your textbook while bringing in collaborative support (at least 5 references) to support your argument.
Include in-text citations (author, year) in your writing. This paper should be 10-12 pages, double-spaced, in APA format, with a separate title page and reference page. Please see the scoring rubric provided in the Week 8 lesson (in the Weekly Materials section of the course in Blackboard) for additional details regarding how your paper will be assessed.

**Course Schedule At-A-Glance**

Please refer to the Term Calendar in our cyberclassroom for specifics regarding dates.

<table>
<thead>
<tr>
<th>Week</th>
<th>Readings</th>
<th>Assignments Due</th>
<th>Date/Time Due**</th>
</tr>
</thead>
</table>
| Week 1 | • Chapter 1: Introduction to the Field of Organizational Behavior  
     • Chapter 2: Individual Behavior, Personality, and Values  
     • Chapter 3: Perception and Learning in Organizations | • Discussion participation                                 | Weekly at midnight CT on Weds. /Sun. |
| Week 2 | • Chapter 4: Workplace Emotions, Attitudes, and Stress  
     • Chapter 5: Foundations of Employee Motivation | • Discussion participation  
     • Case Study 1 | Weekly at midnight CT on Weds. /Sun.  
     Midnight CT on Sun |
| Week 3 | • Chapter 6: Applied Performance Practices  
     • Chapter 7: Decision Making and Creativity | • Discussion participation  
     • Literature Review 1  
     • Research Paper Proposal | Weekly at midnight CT on Weds. /Sun.  
     Midnight CT on Sun |
| Week 4 | • Chapter 8: Team Dynamics  
     • Chapter 9: Communicating in Teams and Organizations | • Discussion participation  
     • Literature Review 2 | Weekly at midnight CT on Weds. /Sun.  
     Midnight CT on Sun |
| Week 5 | • Chapter 10: Power and Influence in the Workplace  
     • Chapter 11: Conflict and Negotiation in the Workplace | • Discussion participation  
     • Case Study 2 | Weekly at midnight CT on Weds. /Sun.  
     Midnight CT on Sun |
| Week 6 | • Chapter 12: Leadership in Organizational Settings  
     • Chapter 13: Organizational Structure | • Discussion participation  
     • Research Paper Outline and Reference List | Weekly at midnight CT on Weds. /Sun.  
     Midnight CT on Sun |
| Week 7 | • Chapter 14: Organizational Culture  
     • Chapter 15: Organizational Change | • Discussion participation  
     • Literature Review 3 | Weekly at midnight CT on Weds. /Sun.  
     Midnight CT on Sun |
| Week 8 | • Course completion and wrap-up (no new textbook readings this week) | • Discussion participation  
     • Final Paper | Weekly at midnight CT on Weds. /Sat.  
     Midnight CT on Sat |

* All online weeks run from Monday to Sunday, except the last week, which ends on Saturday.
** All assignments are due at midnight Central Time. (All submissions to the Blackboard system are date/time stamped in Central Time).
Assignments At-A-Glance

<table>
<thead>
<tr>
<th>Assignment/Activity</th>
<th>Qty.</th>
<th>Points Each</th>
<th>Total Points</th>
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</thead>
<tbody>
<tr>
<td>Discussion Forums</td>
<td>-</td>
<td>50</td>
<td>400</td>
</tr>
<tr>
<td>Case Studies</td>
<td>2</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>Literature Reviews</td>
<td>3</td>
<td>50</td>
<td>150</td>
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<tr>
<td>Research Paper Topic Proposal</td>
<td>1</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Research Paper Outline &amp; List of References</td>
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<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Research Paper</td>
<td>1</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
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<td></td>
<td><strong>1000</strong></td>
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*Please refer to the Policies menu for more information about our Course Discussions.

Grading Scale

<table>
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<th>Grade</th>
<th>Percentage</th>
<th>Points</th>
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<td>A</td>
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<td>900-1000</td>
</tr>
<tr>
<td>B</td>
<td>80 to 89%</td>
<td>800-890</td>
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<tr>
<td>C</td>
<td>70 to 79%</td>
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<tr>
<td>D</td>
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<tr>
<td>F</td>
<td>&lt; 60%</td>
<td>&lt;600</td>
</tr>
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</table>

To access your scores, click on My Grades in the My Tools area in Blackboard.

**Important Policies**

All course-specific policies for this course are spelled out here in this syllabus. However, additional university policies are located in the Policies section of Blackboard. You are responsible for reading and understanding all of these policies. All of them are important. Failure to understand or abide by them could have negative consequences for your experience in this course.

**Editorial Format for Written Papers**

All written assignments are to follow the APA writing style guidelines for grammar, spelling, and punctuation. This online course includes information regarding the APA style under “Writing and Research Resources” in the Resource Room on the course menu in Blackboard.

**Ottawa Online Late Policy**

With instructor approval, assignments may be accepted for up to one week after the due date, but a minimum automatic deduction of 10% of the points will be assessed. The instructor also has the option of increasing this deduction percentage up to a maximum of 20%. Extenuating circumstances may be determined on rare occasions and an extension allowed without a deduction, but only at the sole discretion of the instructor.

Discussion board postings will not be accepted for credit when posted after the close of the discussion week. There are no exceptions to this rule; however, solely at the discretion of the instructor, the student may be allowed to submit an alternative assignment to make up for the points under extenuating circumstances. If granted, this should be an exception to the rule.

No assignments will be accepted after the last day of the course (end of term) unless
arrangements have been made and “approved” by the instructor at least one week in advance.

**Saving Work**
It is recommended that you save all of your work from this course on your own computer or flash drive. The capstone course you take at the end of your program may require you to have access to this work for culminating assignments and/or reflections.

**Academic Integrity**
Plagiarism and cheating will not be tolerated at any level on any assignment. The reality of cyberspace has made academic dishonesty even more tempting for some, but be advised that technology can and will be used to help uncover those engaging in deception. If you ever have a question about the legitimacy of a source or a procedure you are considering using, ask your instructor. As the University Academic Council approved on May 29, 2003, “The penalty for plagiarism or any other form of academic dishonesty will be failure in the course in which the academic dishonesty occurred. Students who commit academic dishonesty can be dismissed from the university by the provost/director.”

Please refer to **Academic Honesty** in the **Policies** section of the online course menu for important information about Ottawa University’s policies regarding plagiarism and cheating, including examples and explanations of these issues.

**Student Handbook**
Please refer to your student handbook for all university regulations. The **Resource Room** on the course menu in Blackboard contains information about where to find the student handbook online for your campus.

Please see **Policies** in Blackboard for additional university policies.

**Blackboard Technical Support**
The Resource Room in Blackboard contains links to student tutorials for learning to use Blackboard as well as information about whom to contact for technical support. Ottawa University offers technical support from 8 a.m. to midnight Central Time for all students, staff, and faculty at no cost. See [www.ottawa.edu/ouhelp](http://www.ottawa.edu/ouhelp) for contact information.

**Ottawa University Mission Statement**
The mission of Ottawa University is to provide the highest quality liberal arts and professional education in a caring, Christ-centered community of grace which integrates faith, learning and life. The University serves students of traditional age, adult learners and organizations through undergraduate and graduate programs.