

MGM305 Organizational Behavior

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

3 Credits

Prerequisite: None

This course introduces the student to the contemporary principles of organizational behavior. Emphasis is on the importance of human dynamics in modern organizations. The course covers individual behavior, group processes, and organizational dynamics from both the management and employee's perspectives.

Course Outcomes

At the completion of this course, students should be able to:

- Define, research, and analyze concepts and theories related to the field of Organizational Behavior.
- Compare and contrast Management and Organizational Behavior theories and concepts from the perspective of the organization, and individual, and groups and/or teams within the organization.
- Develop the roles of individuals and groups/teams within the organization
- Harness the concepts of personality, culture, and structure to improve organizational communication and direction.
- Use motivation as an individual, group, and organization tool.
- Apply the knowledge of conflict and change to understand their impact on the organization.
- Apply the issues of corporate ethics and diversity in the organization as it applies to organizational effectiveness and efficiency

Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

Materials and Resources

There is no required textbook. All readings are provided within the course.

Bookstore Information

The bookstore can be located in the left-hand navigation of any Canvas course.

Library Services

Detailed information about the eLibrary can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

Canvas Help Desk and Technical Questions

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:

<https://community.canvaslms.com/docs/DOC-4121>

Weekly Schedule

Week 1	What is Organizational Behavior?
Outcomes	<ul style="list-style-type: none"> • Define Organizational Behavior • Compare and contrast theories and constructs that have contributed and continue to contribute to the evolution of OB as a field of study • Apply theoretical constructs to examine ethical behavior in organizations
Readings	<ul style="list-style-type: none"> • Dent, E. B., & Bozeman, P. (2014). Discovering the foundational philosophies, practices, and influences of modern management theory. <i>Journal of Management History</i>, 20(2), 145-163. http://dx.doi.org/10.1108/JMH-09-2012-0056 • Savino, D. M. (2016). Frederick Winslow Taylor and his lasting legacy of functional leadership competence. <i>Journal of Leadership, Accountability and Ethics</i>, 13(1), 70-76. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1791040000?accountid=33575 • Malik, S. Z., PhD., & Naeem, R. (2016). Organizational virtuousness, perceived organizational support and organizational citizenship behavior: A mediation framework. <i>Journal of Behavioural Sciences</i>, 26(1), 113-129. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1812271916?accountid=33575 <p>Optional Related Readings:</p> <ul style="list-style-type: none"> • Ning, N., & Zhaoyi, L. (2017). PSYCHOLOGICAL CONTRACT BREACH, ORGANIZATIONAL DISIDENTIFICATION, AND EMPLOYEES' UNETHICAL BEHAVIOR: ORGANIZATIONAL ETHICAL CLIMATE AS MODERATOR. <i>Social Behavior and Personality</i>, 45(9), 1409-1424. http://dx.doi.org/10.2224/sbp.6708 • Khandelwal, P., & Khanum, F. (2017). Psychological capital: a review of current trends. <i>Indian Journal of Industrial Relations</i>, 53(1), 86+. Retrieved from http://link.galegroup.com.prx-.lirn.net/apps/doc/A509893931/AONE?u=mlyn_b_usin&sid=AONE&xid=c7bbe592 • Zaal, R. O. S., Jeurissen, R. J. M., & Groenland, E. A. G. (2017). Organizational architecture, ethical culture, and perceived unethical behavior towards customers: Evidence from wholesale banking. <i>Journal of Business Ethics</i>, 1-24. http://dx.doi.org/10.1007/s10551-017-3752-7 <p>Reference materials: Organization Behavior (while not required reading, this is an</p>

	<p>open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course)</p> <p>https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf</p>
Lectures	<ul style="list-style-type: none"> • Week 1: Lecture
Multimedia	<ul style="list-style-type: none"> • Michael Nugent. (2012, June 12). Introduction to Organizational Behavior. [Video File] Retrieved from https://www.youtube.com/watch?v=TC7A9PmMPwE • Organizational Communication Channel. (2017, October 23). Classical Management Theory. [Video File] Retrieved from https://www.youtube.com/watch?v=d1jOwD-CTLI <p>Optional Related Multimedia:</p> <ul style="list-style-type: none"> • Organizational Communication Channel. (2017, February 21). Systems Theory of Organizations. [Video File] Retrieved from https://www.youtube.com/watch?v=1L1c-EKOY-w • Dominic Wilson. (2017, March 28). Contingency Approach to Management. [Video File] Retrieved from https://www.youtube.com/watch?v=9UjEHEQe_-o
Discussion	<p>Discuss your organization (or a company you are familiar with) in the context of organizational behavior. What theory or theories best apply to your organization? Do you think that your organization has kept pace with a changing environment?</p>
Assignment	<p>Using the library, identify and read two additional journal articles on Organizational Behavior and Ethics and relate your findings to your place of work, or to a company, industry, or organization with which you are familiar. Discuss your findings on the Assignment discussion board and respond to at least two postings.</p>

Week 2 The Process of Organizations	
Outcomes	<ul style="list-style-type: none"> • Identify, compare, and contrast organizational cultures, structures, and designs • Analyze the impact of cultures, structures and designs on employee productivity and organizational effectiveness • Analyze organizational change and develop an approach to manage change in today's competitive environment • Research mechanisms used to manage quality within organizations
Readings	<ul style="list-style-type: none"> • Haque, M. D., Titi Amayah, A., & Liu, L. (2016). The role of vision in organizational readiness for change and growth. Leadership & Organization

Development Journal, 37(7), 983-999. Retrieved from <https://search-proquest-com.prx-.lirn.net/docview/1826809486?accountid=33575>

- Khalili, A. (2016). Linking transformational leadership, creativity, innovation, and innovation-supportive climate. *Management Decision*, 54(9), 2277-2293. Retrieved from <https://search-proquest-com.prx-.lirn.net/docview/1841760579?accountid=33575>

Optional Related Readings:

- Sementelli, Arthur Jay. "OD, Change Management, and the a Priori: Introducing Parrhesia." *Journal of Organizational Change Management* 29.7 (2016): 1083-96. ProQuest. Web. 6 May 2018. Retrieved from <https://search-proquest-com.prx-.lirn.net/central/docview/1844858425/fulltext/320BA35C06F4227PQ/1?accountid=33575>
- Yogamalar, I., & Samuel, A. A. (2016). "Shared Values and Organizational Citizenship Behavior of Generational Cohorts: A Review and Future Directions." *Management: Journal of Contemporary Management Issues*, 21(2), 249-271. Retrieved from <http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=13&sid=8b068958-3e37-4475-903b-2d613317f5a6%40sessionmgr104>
- Skogland, M. A. C., & Hansen, G. K. (2017). Change your space, change your culture: Exploring spatial change management strategies. *Journal of Corporate Real Estate*, 19(2), 95-110. Retrieved from <https://search-proquest-com.prx-.lirn.net/docview/1897257468?accountid=33575>
- Caza, A., & Posner, B. Z. (2017). The influence of nationality on followers' satisfaction with their leaders. *Journal of Leadership, Accountability and Ethics*, 14(3), 53-63. Retrieved from <https://search-proquest-com.prx-.lirn.net/docview/1963073192?accountid=33575>
- Fonseca, Luis Miguel, José Pedro Domingues, and Joana Sá Dos Guimar. "Leading Quality in the 21st Century: Profiles of Quality and Organizational Excellence Managers." *Calitatea* 18.161 (2017): 34-8. ProQuest. Web. 28 Apr. 2018. <https://search-proquest-com.prx-.lirn.net/central/docview/1966851292/fulltext/B4F5759030BA473BPQ/1?accountid=33575>

Reference materials: Organization Behavior (while not required reading, this is an open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course)

<https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf>

Lectures	<ul style="list-style-type: none"> • Week 2: Lecture
Multimedia	<ul style="list-style-type: none"> • Aalto University. (2014, December 15). Peter Senge: “Systems Thinking For a Better World”. [Video File]. Retrieved from https://www.youtube.com/watch?v=0QtQqZ6Q5-o&t=345s • INSEAD. (2011, August 9). The DNA of the World’s Most Innovative Companies [Video File]. Retrieved from https://www.youtube.com/watch?v=TtsM9VGNIII • TEDx Talks. (2014, October 9). Organizational Behavior: Structure and Cultures. [Video File]. Retrieved from https://www.youtube.com/watch?v=EuB9S6fzMig
Discussion	How would you describe the structure and design of the organization you work for, or of an organization with which you are familiar? Use the materials you have read and viewed this week to guide your discussion.
Assignment	Using the library, identify two journal articles to on Organizational Culture and, in a 2-3 page paper, relate your findings to your place of work, or to a company, industry, or organization with which you are familiar.

Week 3 The Environment of the Workplace	
Outcomes	<ul style="list-style-type: none"> • Analyze the advantages and disadvantages to expanding from a national to a global organization • Identify strategies and techniques used to facilitate diversity, inclusion, and equity within organizations • Analyze the impact of power and politics on organizational culture
Readings	<ul style="list-style-type: none"> • Jaeger, A. M., Kim, S. S., & Butt, A. N. (2016). Leveraging values diversity: The emergence and implications of a global managerial culture in global organizations. <i>Management International Review</i>, 56(2), 227-254. http://dx.doi.org/10.1007/s11575-015-0274-3 • Luce, S. (2017). Workers of the world have nothing, and everything, to lose. <i>Journal of World - Systems Research</i>, 23(1), 205-212. http://dx.doi.org/10.5195/JWSR.2017.706 <p>Optional Related Readings:</p> <ul style="list-style-type: none"> • Jankalová, M., Jankal, R., & Blašková, M. (2018). The importance of leadership in selected business excellence models. <i>Calitatea</i>, 19(162), 36-45. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1993977688?accountid=33575

	<ul style="list-style-type: none"> • Landells, E. M., & Albrecht, S. L. (2017). The positives and negatives of organizational politics: A qualitative study. <i>Journal of Business and Psychology</i>, 32(1), 41-58. doi:http://dx.doi.org/10.1007/s10869-015-9434-5 • Rabl, T., María del, C. T., Seo-Young, B., & Bosch, L. (2018). Diversity management efforts as an ethical responsibility: How employees' perceptions of an organizational integration and learning approach to diversity affect employee behavior. <i>Journal of Business Ethics</i>, 1-20. doi:http://dx.doi.org/10.1007/s10551-018-3849-7 • Rong, Y., Yang, B., & Ma, L. (2017). LEADERS' SENSE OF POWER AND TEAM PERFORMANCE: A MODERATED MEDIATION MODEL. <i>Social Behavior and Personality</i>, 45(4), 641-656. doi:http://dx.doi.org/10.2224/sbp.5662 <p>Reference materials: Organization Behavior (while not required reading, this is an open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course) https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf</p>
Lectures	<ul style="list-style-type: none"> • Week 3: Lecture
Multimedia	<ul style="list-style-type: none"> • USD School of Business (2016, July 7). How to Leverage Influence, Power and Politics in Your Organization [Video File]. Retrieved from https://www.youtube.com/watch?v=_tQa6xUS-uk • Ahmed Jamal (2015, July 8). How Do Companies Go Global? [Video File]. Retrieved from https://www.youtube.com/watch?v=sl7yJGXz6xU
Discussion	<p>Some organizations today are challenged to foster an environment of diversity and inclusion. Based on this week's reading and video materials, along with your personal experience, what can organizations do to improve in this area?</p>
Assignment	<p>Scenario Instructions:</p> <p>You have been hired as a management consultant to address the issues identified in the scenario below. Using the materials from this week's reading, and other relevant journal articles, write a memo to management articulating the problem as you see it, and your approach to improving the environment in this organization.</p> <p>Scenario:</p> <p>Mary Beth is a mid-manager at a large public agency. She leads a diverse group of 25 employees who work remotely. Not only is Mary Beth a micro-manager, but there have been several instances where she has made insensitive remarks about "lazy, incompetent people" during monthly meetings. Over the last couple of years, Mary Beth has been out sick more than she has been at work, but she has also denied</p>

	<p>vacation time to some employees because they are not “meeting her expectations.” Management just announced that Mary Beth will be on personal leave for an undisclosed amount of time and someone from upper management will manage her team in the interim. Team members feel as if they are in limbo and the lack of direction and oversight has had a negative impact on productivity and morale. Management is looking to you for guidance.</p>
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Week 4	Leadership Styles and Theories
Outcomes	<ul style="list-style-type: none"> • Examine the impact of values, attitude, and personality on organizational behavior, performance, and culture • Examine the impact of various leadership styles on organizational behavior, performance, and culture
Readings	<ul style="list-style-type: none"> • Burke, R. J. (2017). Toxic leaders: Exploring the dark side dagger. <i>Effective Executive</i>, 20(1), 10-14. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1891271516?accountid=33575 • Bushe, G. R., PhD., & Marshak, R. J., PhD. (2016). The dialogic mindset: Leading emergent change in a complex world. <i>Organization Development Journal</i>, 34(1), 37-65. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1791027427?accountid=33575 • Vandana. (2017). Impact of organizational health and job satisfaction on employee retention: Evidence based on review of literature. <i>International Journal of Education and Management Studies</i>, 7(4), 575-579. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1986560650?accountid=33575 <p>Optional Related Readings:</p> <ul style="list-style-type: none"> • Lelkova, A., & Lorincova, T. (2017). Prediction of manipulation as a core part of social intelligence through selected personality traits in the context of business area. <i>International Journal of Organizational Leadership</i>, 102+. Retrieved from http://link.galegroup.com/apps/doc/A491032704/AONE?u=mlln_b_bpublic&sid=AONE&xid=ed4d6ffa • Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. <i>International Journal of Organizational Leadership</i>, 65+. Retrieved from http://link.galegroup.com/apps/doc/A491032701/AONE?u=mlln_b_bpublic&sid=AONE&xid=68b7474f • Bushe, G. R., PhD., & Marshak, R. J., PhD. (2016). The dialogic mindset: Leading

	<p>emergent change in a complex world. Organization Development Journal, 34(1), 37-65. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1791027427?accountid=33575</p> <ul style="list-style-type: none"> Sahin, F., Gürbüz, S., & Sesen, H. (2017). Leaders' managerial assumptions and transformational leadership: The moderating role of gender. Leadership & Organization Development Journal, 38(1), 105-125. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1866059559?accountid=33575 <p>Reference materials: Organization Behavior (while not required reading, this is an open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course) https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf</p>
Lectures	<ul style="list-style-type: none"> Week 4: Lecture
Multimedia	<ul style="list-style-type: none"> Brian Tracy. (2017, May 11). 5 Different Types of Leadership Styles [Video File]. Retrieved from https://www.youtube.com/watch?v=vilZazhIjoc Dr. Brian K. Miller. (2016, June 25). Organizational Behavior: Personality [Video File]. Retrieved from https://www.youtube.com/watch?v=-fOBB4vD0QU Todd Grande. (2018, January 23). How do the Five Factor Personality Traits Affect Career Success? [Video File]. Retrieved from https://www.youtube.com/watch?v=0FUUn-sCQ7yA
Discussion	<p>What theory would you use to describe your leadership style? Use examples to illustrate the advantages and disadvantages of this style.</p>
Mid-Term Assignment	<p>Write a 4- to 5-page executive summary of the department or unit within the organization you work for, or an organization with which you are familiar. The summary will represent a clear and concise report that will explain to the executive team:</p> <ol style="list-style-type: none"> The structure of your department or unit within the larger organization; The impact of power and politics of the organization on your department or unit; The predominant leadership style(s) within your department or unit; The impact of leadership styles on the organization's culture, perceptions, and attitudes within your department or unit; The extent to which policies and processes related to diversity and work-life balance are understood, implemented, and adhered to within your department or unit. <p>Include two or three recommendations for improvement based on theories and concepts you have examined this term. Be sure to apply APA formatting and citation guidelines. Also include a minimum of 4 resources and a properly formatted</p>

Week 5	Perceptions and Work Ethic
Outcomes	<ul style="list-style-type: none"> • Evaluate the impact of perceptions on the productivity and ethical behavior of individuals and groups within organizations • Evaluate the impact of work, family, and life balance on productivity and decision-making within organization • Examine policies and strategies to effectively manage perception
Readings	<ul style="list-style-type: none"> • Tabassum, H., Farooq, Z., & Fatima, I. (2017). Work family conflict, perceived work overload and work exhaustion in employees of banking sector. <i>Pakistan Journal of Commerce and Social Sciences</i>, 11(1), 439-451. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=123025060&site=ehost-live&scope=site • Weeks, K. P., Weeks, M., & Long, N. (2017). Generational perceptions at work: In-group favoritism and out-group stereotypes. <i>Equality, Diversity and Inclusion: An International Journal</i>, 36(1), 33-53. Retrieved from https://search-proquest-com.prx.lirn.net/docview/1865487848?accountid=33575 <p>Optional Related Readings:</p> <ul style="list-style-type: none"> • Kangas, M., Muotka, J., Huhtala, M., Mäkikangas, A., & Feldt, T. (2017). Is the ethical culture of the organization associated with sickness absence? A multilevel analysis in a public-sector organization. <i>Journal of Business Ethics</i>, 140(1), 131-145. http://dx.doi.org/10.1007/s10551-015-2644-y • Wayne, J. H., & Casper, W. J. (2016). Why having a family-supportive culture, not just policies, matters to male and female job seekers: An examination of work-family conflict, values, and self-interest. <i>Sex Roles</i>, 75(9-10), 459-475. http://dx.doi.org/10.1007/s11199-016-0645-7 • Daverth, G., Cassell, C., & Hyde, P. (2016). The Subjectivity of Fairness: Managerial Discretion and Work-Life Balance. <i>Gender, Work & Organization</i>, 23(2), 89-107. doi:10.1111/gwao.12113. Retrieved from http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=6&sid=1cd5c41a-d2d3-424b-8569-9984ecc0630c%40sessionmgr4006 <p>Reference materials: Organization Behavior (while not required reading, this is an open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course) https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf</p>

Lecture	<ul style="list-style-type: none"> • Week 5: Lecture
Multimedia	<ul style="list-style-type: none"> • California Management Review. (2017, June 22). Decision-Making in Organizations [Video File]. Retrieved from https://www.youtube.com/watch?v=w9Cg3_5Bfuw • Laura Wertenberger. (2017, May 2). Managing Stress and Work-Life Balance [Video File]. Retrieved from https://www.youtube.com/watch?v=O6Ti3JSoU34 <p>Optional Related Multimedia:</p> <ul style="list-style-type: none"> • Kristen Ruppert-Leach. (2017, October 21). The Perception Process [Video File]. Retrieved from https://www.youtube.com/watch?v=bJzJQHt2S5k • Gregg Learning. (2015, December 20). Attitude Values and Ethics [Video File]. Retrieved from https://www.youtube.com/watch?v=WA8ye0S38Ik
Discussion	<p>Consider the policies (e.g., vacation, paid time off, sick leave; tuition reimbursement) and practices (e.g., professional development training; access to a gym; stress management courses) at your organization, or at an organization with which you are familiar, that relate to family, work-life balance, and professional development. Do you think these policies contribute to positive perceptions of the organization? If you had an opportunity make improvements to the policies, what would they be?</p>
Assignment	<p>Review the scenario from week 3 (cited below) through the lens of this week’s topics: Perceptions, decision-making, and work-life balance. What impact might Mary Beth’s behavior have on the perception of her team members? Of her managers? What strategies would you employ to improve perceptions? Post your response and respond to two postings.</p> <p>Mary Beth is a mid-manager at a large public agency. She leads a diverse group of 25 employees who work remotely. Not only is Mary Beth a micro-manager, but there have been several instances where she has made insensitive remarks about “lazy, incompetent people” during monthly meetings. Over the last couple of years, Mary Beth has been out sick more than she has been at work, but she has also denied vacation time to some employees because they are not “meeting her expectations.” Management just announced that Mary Beth will be on personal leave for an undisclosed amount of time and someone from upper management will manage her team in the interim. Team members feel as if they are in limbo and the lack of direction and oversight has had a negative impact on productivity and morale. Management is looking to you for guidance.</p>

Week 6 The Behavior of Groups and Teams	
Outcomes	<ul style="list-style-type: none"> • Examine strategies and techniques used to build and manage effective teams • Apply Tuckman’s model of team development

	<ul style="list-style-type: none"> Analyze research on motivating team members and improving team performance
Readings	<ul style="list-style-type: none"> Chowdhury, P., & Sarkart, A. (2013). Capability building in shaping leadership and its future trends. <i>Kushagra International Management Review</i>, 3(1), 84-96. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1436869148?accountid=33575 Kunnanatt, J. T. (2016). 3D LEADERSHIP - STRATEGY-LINKED LEADERSHIP FRAMEWORK FOR MANAGING TEAMS. <i>Economics, Management and Financial Markets</i>, 11(3), 30-55. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1826415727?accountid=33575 <p>Optional Related Readings:</p> <ul style="list-style-type: none"> Hu, N., Chen, Z., Gu, J., Huang, S., & Liu, H. (2017). Conflict and creativity in inter-organizational teams. <i>International Journal of Conflict Management</i>, 28(1), 74-102. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1870660329?accountid=33575 Rekonen, S., & Björklund, T. A. (2016). Adapting to the changing needs of managing innovative projects. <i>European Journal of Innovation Management</i>, 19(1), 111-132. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1749918802?accountid=33575 Sniderman, P., Fenton-O'Creivy, M., & Searle, R. (2016). Effects of managerial communication as moderated by LMX and trait NA. <i>Journal of Managerial Psychology</i>, 31(6), 1074-1090. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1805464008?accountid=33575 Oeij, P. R. A., Dhondt, S., & Gaspersz, J. (2016). Mindful infrastructure as an enabler of innovation resilience behaviour in innovation teams. <i>Team Performance Management</i>, 22(7), 334-353. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1829752609?accountid=33575 <p>Reference materials: Organization Behavior (while not required reading, this is an open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course) https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf</p>
Lectures	<ul style="list-style-type: none"> Week 6: Lecture
Multimedia	<ul style="list-style-type: none"> Conor Neill. (2016, March 16) Leading Teams: The 6 People Decisions You Must Make as a New Leader [Video file]. Retrieved from https://www.youtube.com/watch?v=YN-2rSj92MY Laura McHarrie. (2016, January 5) Thomas and Kilmann's Conflict Resolution

	<p>Model [Video file]. Retrieved from https://www.youtube.com/watch?v=YVdALd_k8PM</p> <p>Optional Related Multimedia:</p> <ul style="list-style-type: none"> • TEDx Talks. (2013, January 7) Six keys to leading positive change: Rosabeth Moss Kanter at TEDxBeaconStreet [Video file]. Retrieved from https://www.youtube.com/watch?v=owU5aTNPJbs
Discussion	<p>Discuss your experience as a team member or team leader in an organizational setting (or other setting if you have not worked in an organization). Did Tuckman’s model of team development apply to your team? What strategies were used to motivate your team? How was team performance evaluated? What happened when a team member was absent or removed from the team? Draw from this week’s lectures and readings, as well as additional research, to support your discussion.</p>
Assignment	<p>Consider a situation in your organization where teams are used to complete a project. Drawing upon the theories, concepts, and strategies you have learned so far, as well as what you have gleaned from your own additional research, write a two-page summary paper that includes:</p> <ol style="list-style-type: none"> 1. A brief description of the team and the project 2. A critical analysis of the effectiveness of the team 3. Recommendations for improvement, supporting your recommendations with specific theories and concepts

Week 7 Communication Processes and Conflict Resolution	
Outcomes	<ul style="list-style-type: none"> • Examine communication theories and processes • Develop strategies to improve communication and effectiveness within teams • Apply theories of conflict resolution to solve conflict within teams
Readings	<ul style="list-style-type: none"> • Parayitam, S., & Papenhausen, C. (2016). Agreement-seeking behavior, trust, and cognitive diversity in strategic decision -making teams. <i>Journal of Advances in Management Research</i>, 13(3), 292-315. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1830263025?accountid=33575 • Pipa, M. D., & Sîrbu, J. (2016). Organizational Communication from the Perspective of Qualitative Analysis. <i>Calitatea</i>, 17, 58-68. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1793541138?accountid=33575 <p>Optional Related Readings:</p>

	<ul style="list-style-type: none"> • Blidaru, D. M. A., & Blidaru, G. R. A. (2015). Organizational communication forms and causes for disruption of organizational communication and their improvement. <i>Valahian Journal of Economic Studies</i>, 6(1), 37-44. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1697675229?accountid=33575 • Dijkstra, M., Beersma, B., & van Leeuwen, J. (2014). Gossiping as a response to conflict with the boss: Alternative conflict management behavior? <i>International Journal of Conflict Management</i>, 25(4), 431-454. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1634006866?accountid=33575 • Telang, A., & Deshpande, A. (2016). Keep calm and carry on: A crisis communication study of Cadbury and McDonalds. <i>Management & Marketing</i>, 11(1), 371-379. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1791294407?accountid=33575 <p>Reference materials: Organization Behavior (while not required reading, this is an open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course) https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf</p>
Lectures	<ul style="list-style-type: none"> • Week 7: Lecture
Multimedia	<ul style="list-style-type: none"> • Lydia Richards Films (2016, October 29). Conflict Resolution Techniques [Video File]. Retrieved from https://www.youtube.com/watch?v=NJH0XV9jGIE • Southampton Educational School (2014, January 16). Organisational Conflict [Video File]. Retrieved from https://www.youtube.com/watch?v=SLNyq4bbGc0 <p>Optional Related Multimedia:</p> <ul style="list-style-type: none"> • Chicago Booth Review (2017, March 14). How can we improve workplace communication? [Video File]. Retrieved from https://www.youtube.com/watch?v=gn7IRWikV8Q
Discussion	<p>Employers identify the ability to communicate effectively as one of the most important skills an employee can possess. Based on what you have learned this week through class lectures and readings, as well as drawing from your own experience, what does it mean to be an effective communicator in an organizational setting? What methods and strategies do organizations implement to improve communication?</p>
Assignment	<p>Review the scenario, below. Based on this week’s readings and videos, what strategies would you use to improve communication and resolve conflict within Arnold’s team? After you post your assignment, respond to two other postings.</p> <p>Arnold is the Senior Lender at Best Mortgages, a team of six junior lenders. Arnold is a no-nonsense workaholic and he expects his team members to work long hours and</p>

	<p>weekends, just like he does, even though junior lenders are on a 40-hour work-week. While Arnold communicates well with prospective clients, his team members find him brash and difficult to approach. For example, when Mariam, his top producer, made a request to temporarily reduce her hours to care for her elderly mother, Arnold snapped at her and said she that should look for a new job if she needed that much time off. When Jose and Maria, two long-time dedicated employees, approached Arnold about a pay increase, Arnold just grumbled that if his staff worked as hard as he did, they might earn a raise in pay.</p>
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Week 8	Motivating Individuals and Teams in the Organization
Outcomes	<ul style="list-style-type: none"> • Identify Analyze the impact of motivation on productivity within organizations • Apply theoretical constructs to improve motivation in organizational settings
Readings	<ul style="list-style-type: none"> • Michel, J. S., Newness, K., & Duniewicz, K. (2016). How abusive supervision affects workplace deviance: A moderated-mediation examination of aggressiveness and work-related negative affect. <i>Journal of Business and Psychology, 31</i>(1), 1-22. http://dx.doi.org/10.1007/s10869-015-9400-2 • Islam, T., Khan, M. M., & Bukhari, F. H. (2016). The role of organizational learning culture and psychological empowerment in reducing turnover intention and enhancing citizenship behavior. <i>The Learning Organization, 23</i>(2), 156-169. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1826809231?accountid=33575 <p>Optional Related Readings:</p> <ul style="list-style-type: none"> • Hommelhoff, S. (2017). Implicit managerial theories about followers and customers. <i>Journal of Service Theory and Practice, 27</i>(1), 47-68. Retrieved from https://search-proquest-com.prx-.lirn.net/docview/1857604361?accountid=33575 • Janis, V., & Ziaran, P. (2017). Motivational drivers of competitive and cooperative personalities: Implications for efficient HR management. <i>International Journal of Organizational Leadership, 157+</i>. Retrieved from http://link.galegroup.com/apps/doc/A490987621/AONE?u=mlyn_b_bpublic&sid=AONE&xid=7724446f • Stenius, M., Hankonen, N., Ravaja, N., & Haukkala, A. (2016). Why share expertise? A closer look at the quality of motivation to share or withhold knowledge. <i>Journal of Knowledge Management, 20</i>(2), 181-198. Retrieved from https://search-proquest-com.prx-

	<p>.lirn.net/docview/1776336395?accountid=33575</p> <ul style="list-style-type: none"> Zareen, M., Razzaq, K., & Mujtaba, B. G. (2015). Impact of transactional, transformational and laissez-faire leadership styles on motivation: A quantitative study of banking employees in Pakistan. <i>Public Organization Review</i>, 15(4), 531-549. http://dx.doi.org/10.1007/s11115-014-0287-6 <p>Reference materials: Organization Behavior (while not required reading, this is an open access book that may be accessed online, or downloaded as a pdf, for use as a reference throughout this course) https://www.saylor.org/site/textbooks/Organizational%20Behavior.pdf</p>
Lecture	<ul style="list-style-type: none"> Week 8: Lecture
Multimedia	<ul style="list-style-type: none"> Mister Simplify (2017, August 20). Herzberg's Two-Factor theory of Motivation - Simplest explanation ever [Video File]. Retrieved from https://www.youtube.com/watch?v=1gyNLJx-yc0 Organizational Communication Channel (2016, September 9). Douglas McGregor's Theory X and Theory Y [Video File]. Retrieved from https://www.youtube.com/watch?v=CxAzZRnJo2o Organizational Communication Channel (2016, September 12). Maslow's Hierarchy of Needs in the Workplace [Video File]. Retrieved from https://www.youtube.com/watch?v=nASV5l_WG3k#1 <p>Optional Related Multimedia:</p> <ul style="list-style-type: none"> Igniter Media (2009, September 24). The Marshmallow Test [Video File]. Retrieved from https://www.youtube.com/watch?v=QX_oy9614HQ
Discussion	<p>Based on the theories of motivation you have examined this week, which theory or theories does your organization, or an organization with which you are familiar, employ? Is this theory effective? Why or why not?</p>

<p>Assignment</p>	<p>Final Paper</p> <ol style="list-style-type: none">1. You are the consultant assigned to analyze this case study. Write a 6-8- page APA formatted and cited paper. Include a minimum of four (4) resources and a properly cited Reference Page. Your paper will integrate theories and concepts from weeks 5 through 8 that explain Mariam’s behavior from the perspective of an organizational behaviorist:<ol style="list-style-type: none">a. Values, Attitudes, Personality, and Work Ethicb. Team Leadershipc. The impact of Mariam’s behavior on motivation2. Include strategies this organization might employ to motivate the staff and improve morale. <p>Integrate what you have learned throughout the course such as:</p> <ol style="list-style-type: none">a. Could the hiring process in this situation have been managed differently?b. What might the president of this organization have done differently to minimize the negative impact Mariam had on the organization?c. What might Mariam’s colleagues have done differently?d. What strategies might have been employed to help Mariam succeed in this environment?e. If you were advising the president of this organization on this situation, what would you recommend?f. Why did it take so long for the President to terminate Meriam?g. Why was Mariam retained for an additional five months after she was terminated? <p>You may not answer all the questions above in your paper, however, consider them as you formulate your response. See Case Study Below.</p> <p>Case study:</p> <p>In today’s work environment, it is expected that all employees contribute to the success of an organization. When an employee has a lackadaisical work ethic, it can be demotivating to everyone involved. The overall impact of an individual who either cannot or will not contribute his or her share in a small office can be especially disruptive. This was the case with Mariam.</p> <p>The Organizational Culture</p> <p>Mariam was hired by a very small (ten total employees), not-for-profit organization five years ago. She had a doctoral-level degree, managerial experience, and she</p>
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spoke a foreign language, factors that contributed to her hiring. Her duties included working with external institutions, conducting training sessions, collaborating with others in preparing meetings, and writing detailed and highly structured letters.

The organizational culture was such that managers and support staff strictly adhered to the office hours; when not at an off-site meeting, managers were expected to work from their office. The organizational structure was hierarchical and policies and procedures (e.g., “the way we do things around here”) were well-established with little room for change. While all managers in this organization held doctoral degrees, these accomplishments were downplayed. Degrees were not published on business cards and no one referred to themselves as “doctor” in meetings or business settings. Managers would sometimes close their door when on a conference call, however, everyone routinely worked with their office door open. While extremely competent and capable in her field, the president of this organization avoided getting involved in any conflict among personnel.

Mariam

Contrary to culture, Mariam included “Ph.d.” after her name on all e-mail correspondence and often referred to herself as “Doctor Mariam.” She routinely came in late, took excessively long lunches or disappeared from her office for hours at a time, and left abruptly in the middle of the afternoon without telling anyone that she was leaving. Mariam frequently worked in her office with her door closed and the blinds on her window shut (she was the only person in the office who requested blinds on her hall-facing window). When the president spoke to Mariam about her poor attendance habits, Mariam blamed her colleagues for “tattling” on her.

Into Mariam’s second year, colleagues observed that not only was she slow to adapt to the organization’s culture, her productivity level was low compared to her counterparts, her writing skills were subpar, and the company president had to encourage her to stop referring to herself as “the new person.” It was also reported that Mariam had raised her voice to subordinates, acted in a condescending manner toward some support staff, and delegated portions of her work to support staff. During the first two years, Mariam went through a nasty divorce and she had experienced some health issues.

By year three, the president had assigned each of Mariam’s counterparts the task of tutoring Mariam to improve her letter-writing skills and interpersonal communication skills with external organizations. When these efforts failed, an outside tutor was hired; then a second; then a third. Because Mariam’s letter-writing skills did not improve after focused tutoring, her three counterparts were assigned the more difficult writing assignments, and Mariam’s assignments were

	<p>kept at a minimum.</p> <p>Between years two and four, there were many “special projects” that were assigned to each of the managers, except Mariam. Other than general staff meetings, Mariam was rarely asked to attend a “manager’s only” meeting. Resentment toward Mariam built among the managers and support staff who were well-aware that Mariam did very little while everyone around her carried the burden of her work. During this time, Mariam’s father became very ill.</p> <p>By the end of Mariam’s fourth year, the president had received so many complaints about Mariam that she could no longer avoid the inevitable – Mariam had to go. When Mariam made the announcement that “she had opted to pursue other interests,” her colleagues expected (hoped for!) a quick departure. All were surprised to learn that Mariam would be retained an additional five months, during which time she was rarely in the office and did little to contribute to the workload, further demotivating staff.</p>
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Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Assignments	20%
Discussions	20%
Mid-Term Paper	30%
Final Paper	30%
Total	100%

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

Late Assignments: Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for logon problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.

Academic dishonesty is grounds for dismissal from the program.

Academic Policies

The following Academic Policies can be found in the [Student Resource Center](#).

- Grading Criteria
- Reasonable Accommodations Policy
- Student Attendance Policy
- Academic Honesty and Integrity Policy
- Student Engagement and the Granting of Academic Credit
- Copyright Policy

Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website:

<https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>