San Jose State University  
School of Management  
Bus3 160 Fundamentals of Management and Organizational Behavior  
2 (40124), FALL, 2015

Course and Contact Information:
Instructor: Pamela Wells  
Department: School of Management  
Office Location: BT050  
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E-mail (preferred): pamela.wells@sjsu.edu or through Canvas; Canvas preferred  
Office Hours: Tuesday 3:00 pm-5:45 pm and by arrangement  
Class Hours & Location: Wednesday 6:00 pm – 8:45 pm; BBC 104  
Website https://sjsu.instructure.com

Course Format  
This course adopts a hybrid model with materials presented on Canvas, as well as in classroom lectures and experiential activities. Students must have access to an internet-connected computer for this course.

Faculty Web Page and MYSJSU Messaging  
Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on the Canvas learning management system course website. You are responsible for regularly checking the email address registered at MySJSU and on Canvas to learn of any updates.

Course Description  
This course 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 Learning Outcomes:  
Successful management requires knowledge of the behavior of people in organizational settings and of the processes that occur in those settings. This course is designed to 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 four primary goals:
1. To gain an understanding of theories and concepts of organization and management and how they apply to contemporary organizations.
2. To gain an understanding of group functioning and dynamics and the essential role that communication plays within groups in order to successfully enter the management world.
3. To develop skills necessary to become a diagnostician of organizational systems, structure, and processes using conceptual and analytical frameworks derived from behavioral and management theory.
4. To gain introspective understanding of oneself and others from a management and leadership perspective.

At the conclusion of the class, students will be able to:

- Understand the roles and responsibilities of managers in the organizations
- Demonstrate knowledge of factors leading to effective team performance
- Demonstrate knowledge of important leadership skills and theories
- Identify conflict resolution and negotiation strategies
- Identify the factors that contribute to effective communication, both interpersonal and organizational, and both written and oral
- Identify the components of individual motivation and application of motivation theories in the workplace
- Recognize perceptual biases and how they affect decision-making and interpersonal processes
- Identify facets of organizational culture, design, and structure, as they apply to organizational strategy

BSBA Goals

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

Goal 2: Communication Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.

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

Goal 4: Leadership, Teams, and Diversity Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

Goal 5: Critical Thinking Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.

Goal 6: Innovation Recognize, analyze, and articulate strategies for promoting creativity and innovation.

Required Texts/Readings

Textbook


Either is fine, students simply need the book, so whatever is most cost effective.
Course Requirements and Assignments

SJSU classes are designed such that in order to be successful, it is expected that students will spend a minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including preparing for class, participating in course activities, completing assignments and group project, and so on. More details about student workload can be found in University Policy S12-3 at http://www.sjsu.edu senate/docs/S12-3.pdf.

Distributions Across Learning Objectives/Assignments

<table>
<thead>
<tr>
<th>Assignments</th>
<th>% of grade</th>
<th>Type of Assignment</th>
<th>Objectives/Outcomes</th>
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</thead>
<tbody>
<tr>
<td>Individual assignments</td>
<td>20% (Labs 10%, HW 10%)</td>
<td>Case study, in-class labs, homework</td>
<td>Deconstruction of Successful Teamwork Skills</td>
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<td>Critical Thinking</td>
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<td>Application of Theory</td>
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<td></td>
<td>Experiential Practice of Teamwork Skills &amp; Leadership Skills</td>
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<td></td>
<td></td>
<td>Self-Awareness and Diagnosis</td>
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<td></td>
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<td>Creativity in teams</td>
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<tr>
<td>Team project(s)</td>
<td>20% (10% Team Presentation &amp; 10% Written Analysis) (some portion based upon team evaluation)</td>
<td>Presentation &amp; Written analysis</td>
<td>Critical Analysis</td>
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<td></td>
<td></td>
<td></td>
<td>Written Communication skills</td>
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<td></td>
<td></td>
<td></td>
<td>Teamwork, Communication &amp; Leadership Skills</td>
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<td></td>
<td>Working with Diversity</td>
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<td></td>
<td></td>
<td></td>
<td>Self-Awareness &amp; Others-Awareness</td>
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<td></td>
<td></td>
<td>Application of Theory to Contemporary Organizations</td>
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<td></td>
<td>Community Based Learning</td>
</tr>
<tr>
<td>Exams &amp; Quizzes</td>
<td>60% (3 exams worth 10% each =30%; Final Exam 20%; Quizzes 10%)</td>
<td>Multiple choice</td>
<td>Recall, Comprehension, Critical Analysis of Organizational Situations &amp; Application of Concepts to Contemporary Organizations</td>
</tr>
<tr>
<td>Labs (drop 2)-10%</td>
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Each week you will participate in a “lab” that can be a simulation, group activity or assigned case study preparation. All labs require analysis that you will turn in for credit. Some weeks there may be 2 labs. If you miss a lab, there will be no makeup allowed; however, you will be allowed to miss 2 labs during the semester without being penalized.

**Quizzes (drop 1)-10%**
Throughout the semester, you will be given a pop quiz on the reading and homework material due for that day and/or review material from the previous week. There will be no make-ups for missed quizzes; however, you will be allowed to drop your lowest quiz score.

**Homework Assignments-10%**
Homework is graded on thoroughness and critical thinking (0= not turned in on time; 1= not completed or requires deeper analysis; 2= acceptable but analysis could have been more developed; 3= thoroughly completed with adequate critical analysis). When the syllabus indicates, your homework should be submitted through the Canvas by the start of class the date it is due. **Late homework will not be accepted for credit** (please note that Canvas has a time/date stamp) so plan ahead to get your homework done in advance. Please have access to your homework for the class simulation (you can either bring a hard copy or access a soft copy).

**Team Project (Presentation 10% & Written Analysis 10%)**
The goals of the team project will be to:
- Learn to effectively work together as a team
- Learn more about yourself and others and the roles you play within a team
- Learn effective strategies that make successful teams

Many students loathe working in teams. However, organizations achieve their goals through working teams. This project will provide you with tools that will help you to have a successful team experience. Your team will be able to choose between 2 different project options. Each team project requires a group presentation and an individual written analysis. Team project choices and grading criteria will be available on Canvas. **Please understand that the team project will require that you spend time outside of class.**

**Midterm Exams-30%**
There will be three midterm exams throughout the semester (worth 10% each). The format of the exams will mostly consist of multiple choice and true/false, but there could be a few fill in or short answer questions. You will need to bring a scantron (form 882) to each exam. There are no make-ups for missed exams.

**Final Exam-20%**
The final exam will mostly cover material from the second portion of the course, although, there will be a small portion of the final that will include some of the main topics from the first portion of the course. In this regard, some of the final will be cumulative. You will need to bring a scantron (form 882) for the final. The final exam is mandatory to pass the class.

**Extra Credit-2%**
**SONA 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 invited to participate in 2 hours of research within the COB. More information about the research requirement and how to use the SONA system can be found on the www.sjsu.edu/barg/Students. Your research experience must be completed by December 2nd to receive extra credit, and you must upload a screen shot of proof of participation. The screenshot should include your name and how many credits you received. You may receive up to 2% (2 points worth of extra credit, but no more). Studies open September 14th.

**Grading Criteria**

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points per assignment</th>
<th>Total points</th>
<th>% of grade</th>
<th>Purpose of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Homework Assignments (Includes 1 case study)</td>
<td>3 pts each</td>
<td>12</td>
<td>10%</td>
<td>Prepare students for class topic analyses, Self Assessment/Awareness, Application of course topics, Critical Analyses</td>
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<tr>
<td>12 class Labs (drop 2)</td>
<td>1 pt each</td>
<td>10</td>
<td>10%</td>
<td>Application of theories and concepts, Teamwork skills, Critical thinking</td>
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<tr>
<td>Group Project (Presentation &amp; Written Analysis)</td>
<td>20 pts</td>
<td>20</td>
<td>20%</td>
<td>Teamwork, leadership and application of knowledge; group dynamics; diversity; self &amp; other awareness including evaluation; oral communication skills</td>
</tr>
<tr>
<td>4 Quizzes</td>
<td>10 pts each</td>
<td>80</td>
<td>10%</td>
<td>Recall, comprehension and critical application of Knowledge</td>
</tr>
<tr>
<td>3 Midterm exams</td>
<td>40 pts each</td>
<td>120</td>
<td>30%</td>
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NOTE that University policy F69-24 at http://www.sjsu.edu/senate/docs/F69-24.pdf states that “Students should attend all meetings of their classes, not only because they are responsible for material discussed therein, but because active participation is frequently essential to insure maximum benefit for all members of the class. Attendance per se shall not be used as a criterion for grading.”

Note that “All students have the right, within a reasonable time, to know their academic scores, to review their grade-dependent work, and to be provided with explanations for the determination of their course grades.” See University Policy F13-1 at http://www.sjsu.edu/senate/docs/F13-1.pdf for more details.
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
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<tbody>
<tr>
<td>94% and above</td>
<td>A</td>
</tr>
<tr>
<td>93% - 90%</td>
<td>A-</td>
</tr>
<tr>
<td>89% - 87%</td>
<td>B+</td>
</tr>
<tr>
<td>86% - 84%</td>
<td>B</td>
</tr>
<tr>
<td>83% - 80%</td>
<td>B-</td>
</tr>
<tr>
<td>79% - 77%</td>
<td>C+</td>
</tr>
<tr>
<td>76% - 74%</td>
<td>C</td>
</tr>
<tr>
<td>73% - 70%</td>
<td>C-</td>
</tr>
<tr>
<td>69% - 67%</td>
<td>D+</td>
</tr>
<tr>
<td>66% - 64%</td>
<td>D</td>
</tr>
<tr>
<td>63% - 60%</td>
<td>D-</td>
</tr>
<tr>
<td>below 60%</td>
<td>F</td>
</tr>
</tbody>
</table>

**Late Policy**

Assignments must be handed in on time to receive credit. **Failure to take an exam or turn in the homework, project, or paper will result in a grade of zero.** Nothing late will be accepted. Please plan ahead and take into consideration emergencies (e.g. car problems, illnesses, family emergencies, technology problems, etc.)

**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 obligatory, and it is expected that students will come to class prepared having done the reading assignment and any homework that is due. If you have an emergency or you cannot attend class for some reason, please contact me as well as your team members. Communication regarding your absence is the least of what one’s employer would expect. **Please be aware that this will not be a class that you can pass by simply reading the text and showing up for exams.**

**Course Etiquette**

Email and communication
I will respond to all **appropriately** worded email requests within 36 hours on weekdays, and within 48 hours on weekends. Emails must be written in the appropriate business formal style and contain the words “Bus160” and the day the class meets in the subject heading. Please send all emails to the instructor through the Canvas interface.

**Classroom**
- Please be on time. If you are late, come in quietly so that you do not disturb others.
- Please do not hold side conversations when other students or the Instructor is addressing the class.
- In general, it is expected that all members of this class will act in a respectful manner at all times.
- When in doubt, simply treat others as you wish to be treated.

**Cell Phones**
Please turn cell phones off or put them on vibrate mode while in class. Do not answer your phone in class or text 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, students may use computers only for class-related activities. These include activities such as taking notes on the lecture. Students who abuse the privilege of using 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. **If you don’t want to listen, if you don’t want to participate, then don’t sit in class and distract others.**

**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.

**University Policies**
**General Expectations, Rights and Responsibilities of the Student**
As members of the academic community, students accept both the rights and responsibilities incumbent upon all members of the institution. Students are encouraged to familiarize themselves with SJSU’s policies and practices pertaining to the procedures to follow if and when questions or concerns about a class arises. See [University Policy S90–5](http://www.sjsu.edu/senate/docs/S90-5.pdf) at http://www.sjsu.edu/senate/docs/S90-5.pdf. More detailed information on a variety of related topics is available in the [SJSU catalog](http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html), at http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html. In general, it is recommended that students begin by seeking clarification or discussing concerns with their instructor. If such conversation is not possible, or if it does not serve to address the issue, it is recommended that the student contact the Department Chair as a next step.

**Dropping and Adding**
Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester’s [Catalog Policies](http://info.sjsu.edu/static/catalog/policies.html) section at http://info.sjsu.edu/static/catalog/policies.html. Add/drop deadlines can be found on the current academic year calendars document on the [Academic Calendars webpage](http://www.sjsu.edu/provost/services/academic_calendars/) at http://www.sjsu.edu/provost/services/academic_calendars/. The [Late Drop Policy](http://www.sjsu.edu/provost/services/academic_calendars/) is available at
http://www.sjsu.edu/aars/policies/latedrops/policy/. Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the Advising Hub at http://www.sjsu.edu/advising/.

Consent for Recording of Class and Public Sharing of Instructor Material
Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor’s permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.

In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.

Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor-generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.

Academic integrity
Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The University Academic Integrity Policy S07-2 at http://www.sjsu.edu/senate/docs/S07-2.pdf requires 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 Student Conduct and Ethical Development website is available at http://www.sjsu.edu/studentconduct/.

1.0 DEFINITIONS OF ACADEMIC DISHONESTY
1.1 CHEATING
At SJSU, cheating is the act of obtaining or attempting to obtain credit for academic work through the use of any dishonest, deceptive, or fraudulent means. Cheating at SJSU includes but is not limited to:

1.1.1. Copying, in part or in whole, from another’s test or other evaluation instrument including homework assignments, worksheets, lab reports, essays, summaries, quizzes, etc.;
1.1.2. Submitting work previously graded in another course unless this has been approved by the course instructor or by departmental policy;
1.1.3. Submitting work simultaneously presented in two courses, unless this has been approved by both course instructors or by the department policies of both departments;
1.1.4. Using or consulting, prior to, or during an examination, sources or materials not authorized by the instructor;
1.1.5. Altering or interfering with the grading process;
1.1.6. Sitting for an examination by a surrogate, or as a surrogate;
1.1.7. Any other act committed by a student in the course of their academic work which defrauds or misrepresents, including aiding or abetting in any of the actions defined above.

1.2 PLAGIARISM
At SJSU plagiarism is the act of representing the work of another as one’s own without giving appropriate credit, regardless of how that work was obtained, and/or submitting it to fulfill academic requirements. Plagiarism at SJSU includes but is not limited to:
1.2.1 The act of incorporating the ideas, words, sentences, paragraphs, or parts of, and/or the specific substance of another's work, without giving appropriate credit, and/or representing the product as one's own work;

1.2.2 Representing another’s artistic/scholarly works such as musical compositions, computer programs, photographs, paintings, drawing, sculptures, or similar works as one’s own.

**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 at http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf requires that students with disabilities requesting accommodations must register with the Accessible Education Center (AEC) at http://www.sjsu.edu/aec to establish a record of their disability.

**Student Technology Resources**

Computer labs for student use are available in the Academic Success Center at http://www.sjsu.edu/at/asc/ located on the 1st floor of Clark Hall and in the Associated Students Lab on the 2nd 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 DV and HD digital camcorders; digital still cameras; video, slide and overhead projectors; DVD, CD, and audiotape players; sound systems, wireless microphones, projection screens and monitors.

**SJSU Writing Center**

The SJSU Writing Center is located in Clark Hall, Suite 126. All Writing Specialists have gone through a rigorous hiring process, and they are well trained to assist all students at all levels within all disciplines to become better writers. In addition to one-on-one tutoring services, the Writing Center also offers workshops every semester on a variety of writing topics. To make an appointment or to refer to the numerous online resources offered through the Writing Center, visit the Writing Center website at http://www.sjsu.edu/writingcenter. For additional resources and updated information, follow the Writing Center on Twitter and become a fan of the SJSU Writing Center on Facebook. (Note: You need to have a QR Reader to scan this code.)

**SJSU Counseling Services**

The SJSU Counseling Services is located on the corner of 7th Street and San Fernando Street, in Room 201, Administration Building. Professional psychologists, social workers, and counselors are available to provide consultations on issues of student mental health, campus climate or psychological and academic issues on an individual, couple, or group basis. To schedule an appointment or learn more information, visit Counseling Services website at http://www.sjsu.edu/counseling.