Bus 160 ~ Fall 2015 Syllabus
Organizational Behavior
40126(04) Thursdays 6-8:45pm BBC202

Instructor: Rolanda P. Farrington Pollard, Ph.D
Office Hours: BT64 M/W 5-5:30pm; T/R 8-9:30am & R 1-4pm
Email: rolanda.pollard@sjsu.edu
Canvas: see faculty website for login instructions

Course Description:
Changes in the environment, combined with breakthroughs in information and communications technologies, have led to revolutionary changes in the way organizations function. Organizational management occurs within the context of individual, structural and cultural dynamics that are affected by global and revolutionary change. This course focuses on helping students develop skills in recognizing and managing such dynamics in organizations, so is a theoretical application course; it is a broad overview of the field of professional management as needed by a non-management major and will cover the functions of organizational management: individual personality, ethics, stress, CSR, change, globalization, large and small group/team dynamics, motivation, structure, culture, strategy, communication, HR, and leadership. Students will complete self-assessment and team activities, and apply course theory to case scenarios and simulations.

Course Learning Objectives: By the end of this course, students will be expected to Understand the theories and apply the tools of organizational behavior

- Gain a better understanding of yourself and others
  - Understand cultures and their impact on organizations
- Develop an understanding of organizational processes and associated human behavior
  - Understand and identify management theory/practice from a historical perspective
  - Recognize managerial roles and principles
  - Control processes and performance standards
- Learn to apply management and organizational behavior theories and concepts
  - Apply goal setting, planning, and understand fundamental strategic issues
- Develop your ability to think critically about organizational issues
  - Apply knowledge of organizational structure and change
  - Use managerial decision making skills
- Enhance your ability to work effectively within a team
  - Utilize effective methods for working in teams
  - Use effective interpersonal communication skills
  - Create motivational environments
- Provide you with tools that will help you succeed in the workplace and in society, at large
  - Understand what makes effective leaders

Assumptions: The design of this course was based on several assumptions
- Communication skills are essential in every aspect of business. This course is writing-intensive and I will grade and assess your ability to articulate your thoughts and knowledge.
- Every individual has the ability to design and implement organizational change – we will utilize current leadership theory.
Time restraints and unique issues are the norm in organizational change, however, managing change utilizes many common sense skills and many change demands can be anticipated.

Effective change designers are attentive to both practical and theoretical facets of organizational situations.

Students learn best when the topic is **practical**, and the learning environment is **engaging**, **challenging and fun**.

**Textbook ~ Required:**

**Assignments:**
Assignments are **due at the beginning of class** ~ **Late & email assignments will not be accepted.**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points possible</th>
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<tbody>
<tr>
<td>ICE [5 @ 5 points each]</td>
<td>25 points</td>
</tr>
<tr>
<td>ICW [5 @ 5 points each]</td>
<td>25 points</td>
</tr>
<tr>
<td>GW [6 @ 5 points each]</td>
<td>30 points</td>
</tr>
<tr>
<td>Take-home Test Essay [2 @ 10 points each]</td>
<td>20 points</td>
</tr>
<tr>
<td>Team Project ~ Presentation</td>
<td>50 points</td>
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<tr>
<td>Exams [two @ 50 points each]</td>
<td><strong>100 points</strong></td>
</tr>
<tr>
<td>Final Review Team Competition [ranked up to 5points]</td>
<td>Extra credit</td>
</tr>
<tr>
<td>Final ~ cumulative</td>
<td>100</td>
</tr>
<tr>
<td>Total points available</td>
<td><strong>350 points</strong></td>
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**Coursework Guidelines:**

**Make-up Exams and Assignments:** Make-ups will be dealt with on a case-by-case basis, and will require documentation. **Expectations:** Your homework will include reading every chapter in the textbook, and completing homework as assigned IN-CLASS. The syllabus is tentative; changes may be made to assignments. For all assignments, you will be graded on the clarity of your articulation and on your critical thinking skills, evidenced by your ability to analyze and evaluate theory and then to apply it.

**In-class exercises (ICE):** Exercises will be used to help students understand material in a practical way. Participation in these exercises is important and you must be present in class to earn the points.

**In-class writing (ICW):** Individual writing reflections will occasionally be used to gauge your understanding of course material. You must be present in class to earn the points.

**Group writing (GW):** Groups will be provided several opportunities to assess their progress and performance in conjunction with course material; you will have class time to updates me on status, plans and problems in these class assignments. Generally, you must be present in class to earn the points.

**Team Project:** The semester-long, team project is to be delivered orally by your group. Your team will create a comprehensive model to show how (cumulative) course theory can be used in the development of a successful manager (as referenced in Chapter 23). **Please note:** these assignments are a cumulative assessment of your understanding of course theory and your ability to apply it in a practical setting; projects need to properly utilize course terms and theories and demonstrate a semester’s worth of thought and preparation. You will be graded on the effectiveness of your communication and the comprehensiveness and practicality of your analysis and strategy, in addition to the professional appearance of your presentation materials.

**Exams and Final:** All exams are cumulative.

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**Mission**

*The College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley region.*
## Reading & Activity Schedule

<table>
<thead>
<tr>
<th>Session</th>
<th>Corresponding Activity</th>
<th>Reading &amp; Assignments</th>
</tr>
</thead>
</table>
| **Session 1**  
R Aug 20 | Introduction  
Chapter 1 & 2, | Administration  
ICE: Assumptions  
HW: Take MBTI |
| **Session 2**  
R Aug 27 | Chapters 5 & 6 | ICE: Personality & Motivation analysis  
HW: Case Analysis Exercise (see handout) |
| **Session 3**  
R Sep 3 | Chapters 3 & 4 | ICE: Perception (intro exercises)  
ICW: Attitude Adjustment Scale (p52)  
Essay HW: Ch 6 Discussion questions (p88) |
| **Session 4**  
R Sep 10 | Chapters 7 & 8 | ICE: Create Teams & teamprotocols (p101) |
| **Session 5**  
R Sep 17 | Exam 1 ~ Chapters 1-6 | Due: Ch 6 Essay (take-home exam question) |
| **Session 6**  
R Sep 24 | Chapters 11, 12, & 13 | ICE: Impromptu Presentations  
GW: Conflict & Negotiation Agenda  
HW: Write Leadership Poem |
| **Session 7**  
R Oct 1 | Chapters 9 & 10 | Due: Leadership Poem  
ICE: Leadership–decision-making discussion  
Essay HW: Ch 8 Discussion questions (p117) |
| **Session 8**  
R Oct 8 | Chapters 19-21 | GW: Group Goals Proposal  
GW: Change & Innovation Strategy |
| **Session 9**  
R Oct 15 | Exam 2 ~ Chapters 1-13 & 19-21 | Due: Ch 8 Essay (take-home exam question) |
| **Session 10**  
R Oct 22 | Chapters 14 & 15, 16 & 17 | GW: Org chart & job descriptions  
GW: performance & training evaluations |
| **Session 11**  
R Oct 29 | Chapters 18 & 22 & 23 | ICW: Personal v. group values assessment  
GW: Do you have an ethical culture? |
| **Session 12**  
R Nov 5 | Presentations | Group Presentations  
ICW: Presentation evaluation |
| **Session 13**  
R Nov 12 | Presentations | Group Presentations  
ICW: Presentation evaluation |
| **Session 14**  
R Nov 18 | Presentations | Group Presentations  
ICW: Presentation evaluation |
| **W Nov 25-27** | No Classes ~ Thanksgiving Holiday | Enjoy! |
| **Session 15**  
R Dec 3 | Presentations | Group Presentations  
ICW: Presentation evaluation |
| **W Dec 9** | Dead Day (study) | No Classes |
| **Final Exam** | R Dec 10 ~ 5:15-7:30 pm | Group Presentations  
ICW: Presentation evaluation |
Grading Scale
My expectations and grading standards are high so please plan your class schedule accordingly. To succeed in my class you need to complete readings and assignments and "ATTEND" CLASS REGULARLY (which means review lecture materials and complete practice exams). I use the textbook as a basis for discussion; the core issues and level of analysis necessary to do well on the assignments will be identified and modeled in class lectures and examples. Extra credit may be offered, but will never be enough to make up for poor effort during the semester. I do not grade on a curve.

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Above Average</th>
<th>Satisfactory</th>
<th>Below Average</th>
<th>Unsatisfactory</th>
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<tbody>
<tr>
<td></td>
<td>above 100% A+</td>
<td>89-87% B+</td>
<td>79-77% C+</td>
<td>69-67% D+</td>
<td>60-67% F</td>
</tr>
<tr>
<td></td>
<td>100-95% A</td>
<td>86-83% B</td>
<td>76-73% C</td>
<td>66-63% D</td>
<td>59-0% F</td>
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<tr>
<td></td>
<td>94-90% A-</td>
<td>82-80% B-</td>
<td>72-70% C-</td>
<td>62-60% D-</td>
<td>0% F</td>
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Academic Integrity Policy
"Your own commitment to learning, as evidenced by your enrollment at San José State University and the University’s Academic Integrity Policy requires you to be honest in all your academic course work. Faculty are required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at http://www2.sjsu.edu/senate/plagarismpolicies.htm. "As appropriate to your particular class, a definition of plagiarism, such as that found on Judicial Affairs website at http://www2.sjsu.edu/senate/plagarismpolicies.htm. "If you would like to include in your paper any material you have submitted, or plan to submit, for another class, please note that SJSU’s Academic Integrity policy S04-12 requires approval by instructors.”

Accommodations for Disability
"If you need course adaptations or accommodations because of a disability, or if you need 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 requires that students with disabilities register with DRC to establish a record of their disability.” Further information about the Disability Resource Center can be found at http://www.drc.sjsu.edu

College of Business Policies & Procedures
To ensure that every student, current and future, who takes courses in the Boccardo Business Center, has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES%20policy.htm:

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.

Cell Phones: Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones 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, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse 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. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

Academic Honesty: Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by Academic Senate Policy S04-12.

Additional Student Responsibilities: * You are responsible for understanding the policies and procedures about add/drops, academic renewal, withdrawal, etc. found at http://www2.sjsu.edu/senate/S04-17.pdf Expectations about classroom behavior; see Academic Senate Policy S90-5 on Student Rights and Responsibilities.

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