

**San José State University**  
**Lucas College of Business/Organization and Management**  
**Bus. 160, Fundamentals of Management and Organizational Behavior**  
**Section 6, Fall 2018**

**Course and Contact Information**

<b>Instructor:</b>	Cheryl Van
<b>Office Location:</b>	BT 652
<b>Telephone:</b>	408.924.6036
<b>Email:</b>	Cheryl.van@sjsu.edu
<b>Office Hours:</b>	Thursdays 4:30 – 5:30pm and by appointment
<b>Class Days/Time:</b>	Thursdays 6:00-8:45pm
<b>Classroom:</b>	BBC 323

**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 login website](http://sjsu.instructure.com) at <http://sjsu.instructure.com>. You are responsible for regularly checking with the messaging system through [MySJSU](http://my.sjsu.edu) at <http://my.sjsu.edu> (or other communication system as indicated by the instructor) 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 Learning Outcomes and Goals:**

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 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 and appreciation of theories and concepts of organization and management so that you understand basic behavioral theory and its application to contemporary organizations.
2. To gain an understanding of the fundamentals of group functioning and dynamics and the role of communication within those functions in order to successfully enter the management world beyond the classroom.
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 theories.
4. To gain introspective understanding of oneself from a management and leadership perspective

At the conclusion of the class, the learning outcomes are that students will be able to:

- Identify the roles and responsibilities of managers in the organizations through case studies.
- Demonstrate knowledge of factors leading to effective team performance through group projects in class, reflection on those projects, and peer evaluations.
- Demonstrate knowledge of important leadership skills and theories through analysis of leaders, reflection on group projects, and peer evaluations.
- Identify conflict resolution and negotiation strategies through case studies, in-class activities, and papers.
- Identify the factors that contribute to effective communication, both interpersonal and organizational and both oral and written communication through class assignments, in-class activities, and analysis of scenarios.
- Identify the components of individual motivation and application of motivation theories in the workplace through class assignments, in-class activities, and analysis of scenarios.
- Describe factors influencing work attitudes and the experience of work-life balance through class assignments, in-class activities, and self-analysis.
- Recognize perceptual biases and how they affect decision-making and interpersonal processes through class assignments, in-class activities, and analysis of scenarios.
- Identify facets of organizational culture, design, and structure, as they apply to organizational strategy through class assignments, in-class activities, and case studies.

## **Lucas College and Graduate School of Business Program Goals**

(Not All Program Learning Goals are Covered in Every Course)

### **BSBA Goals:**

#### **Goal One:** Business Knowledge

Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

#### **Goal Two:** Communication

Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.

#### **Goal Three:** Ethical Awareness

Recognize, analyze, and articulate solutions to ethical issues that arise in business.

#### **Goal Four:** Leadership, Teams and Diversity

Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

#### **Goal Five:** Critical Thinking

Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.

### **Goal Six: Innovation**

Recognize, analyze, and articulate strategies for promoting creativity and innovation.

### **Required Texts/Readings**

#### **Textbook**

George, J., & Jones, G, **Understanding and Managing Organizational Behavior**. Pearson Prentice Hall, Upper Saddle River, NJ. 6<sup>th</sup> edition.

#### **Other Readings**

Additional readings will be available on Canvas.

#### **Library Liaison**

Diana Wu Phone: (408) 808-2087 email: Diana.wu@sjsu.edu

### **Course Requirements and Assignments**

This course is designed for the student to have fun, participate, and learn. Active class participation is expected of EVERYBODY. Don't wait for someone to ask you to join the conversation. Become involved, both in class and in your homework, and motivation follows naturally. Most class time will be devoted to discussing, clarifying, applying, and expanding on some aspect of the reading assignments and cases, rather than duplicating everything you should have read. Emphasis is on a variety of instructional methods. Lectures, slide presentations, and other instructional methods are always mixed with questions and answers and provide ample opportunity to share your work experiences with the class. Simulations, class exercises, case analyses, guest speakers, films and videos may be part of the course. Make sure you get the phone numbers of a couple of classmates, in case you need to find out about missed or unclear class material.

- 1. Exams-** There will be two exams, a mid-term and a final. They are closed book and closed notes. The final is not cumulative.
- 2. Homework-** On the Schedule of Assignments; you will see the notation "Homework." You are expected to arrive in class with prepared responses to the assigned review questions or cases. The assignments are generally at the end of the chapters. You must complete the assignment in advance of class. All homework assignments should be completed in a word processing program and printed. **NO HANDWRITTEN homework is accepted.** In every class session, you'll be expected to be fully prepared to discuss the cases from the assigned reading. Important: To get full credit on your homework, you must participate in the homework review discussion in class and make notations on your assignment. **Homework without notations from the discussion will not get full credit. I do not accept homework via EMAIL and do not accept late or hand-written homework.** If you're going to miss a class, turn in homework early or have another student bring it for you on the evening of class for partial credit. I do not accept late homework.
- 3. Team Projects-** During the first weeks of class you will be assigned to teams to work on two projects. Details regarding the projects will be posted on Canvas. The project grades will be based on two components: a paper and peer evaluations. **Both the paper and peer evaluations must be submitted online in Canvas.**
- 4. Personal Development Project-** Changing organizational behaviors on an individual and on a systematic level can be challenging, and it is easy to underestimate these challenges when focusing on others' behavior. To help you understand some of the challenges that can arise and thought processes that

accompany these challenges, you will choose an important behavior change and attempt to carry it out during the semester. This project will consist of completing two online assignments- one at the beginning of the semester, and another at the end of the semester. Details regarding the project will be discussed in class and posted on Canvas.

5. **Informational Interview-** The purpose of the informational interview is threefold. First, it will give you an opportunity to examine an occupation in depth that is of interest to you. Second, it will give you an opportunity to practice networking, which is a critical career skill. And third, you will get some career advice that may be useful to you. The steps and format of the assignment will be posted on Canvas, and must be submitted online.

### **Final Examination or Evaluation**

There will be a final exam covering the second half of the text.

### **Grading Information**

Your course grade will be based upon a weighted combination of scores on class participation, class preparation (homework) team and individual assignments, mid-term final.

<b>Task</b>	<b>Points</b>
First Mid Term Exam	100
Final Exam	100
Homework	65
Class Participation	35
Team Projects	100
Informational Interview	100
Total	500

### **Grading Percentage Breakdown**

<b>Letter Grade</b>	<b>Net Percentage of Possible Score</b>
A+	97 – 100
A	94 – 96.99
A-	90 – 93.99
B+	86 – 89.99
B	83 – 85.99
B-	80 – 82.99
C+	76 – 79.99
C	72 – 75.99

C-	70 – 71.99
D	60 - 69.99
F	Below 60%

I will not post interim grade estimates because the Class Participation points will not be determined until the end of the course. However I will provide scores for all assignments and the mid-term following their scoring and students may always check with me regarding their progress or grade concerns. See [University Policy F13-1](http://www.sjsu.edu/senate/docs/F13-1.pdf) at <http://www.sjsu.edu/senate/docs/F13-1.pdf> for SJSU grading policy details.

This course must be passed with a C- or better as a CSU graduation requirement.

## Course Etiquette

### Email and communication

Professor Van 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” in the subject heading.

### Classroom

- Please be on time. If you are late, come in quietly so that you do not disturb others. Being late impacts your participation grade.
- 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 respectful at all times.
- When in doubt, simply treat others as you would 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 or viewing course readings. Students who abuse the privilege of using equipment during class 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.

### 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

Per University Policy S16-9, university-wide policy information relevant to all courses, such as academic integrity, accommodations, etc. will be available on Office of Graduate and Undergraduate Programs’ [Syllabus Information web page](http://www.sjsu.edu/gup/syllabusinfo/) at <http://www.sjsu.edu/gup/syllabusinfo/>”

### Lucas College and Graduate School of Business:

**Mission:** We are the institution of opportunity in Silicon Valley, educating future leaders through experiential learning and character development in a global business community and by conducting research that contributes to business theory, practice and education.

## **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/](http://www.sjsu.edu/provost/services/academic_calendars/). The [Late Drop Policy](http://www.sjsu.edu/aars/policies/latedrops/policy/) 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](http://www.sjsu.edu/advising/) 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.”

**Professor Van does not allow audio or video recording in class, and slides are not distributed.**

## **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](http://www.sjsu.edu/senate/docs/S07-2.pdf) 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](http://www.sjsu.edu/studentconduct/) 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.

## Bus. 160, Fundamentals of Management and Organizational Behavior, Section 5, Spring 2017

All reading assignments and homework are due on the day listed – that means come to class with the work completed and ready to hand in. The schedule is subject to change with fair notice, which will be announced in advance and posted on Canvas.

### Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1	08/23/18	<i>Topic:</i> Introductions, overview of course content. <i>Reading Assignment:</i> The Syllabus. RENT OR DOWNLOAD YOUR BOOK! <i>Homework:</i> Download and bring this course Syllabus to this first day of class.
2	08/30/18	<i>Topic:</i> Introduction to Organization Behavior <i>Reading Assignment:</i> Chapter 1 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-9 on P. 28. <b>Teams Assigned</b>
3	09/06/18	<i>Topics:</i> Individual Differences: Personality and Ability; Values, Attitudes, and Moods and Emotions <i>Reading Assignment:</i> Chapters 2 and 3 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1, 4, 8, 10 on p.60 and 2, 4, 7, and 9 on P. 90. <b>Team Assignment 1 Due</b>
4	09/13/18	<i>Topic:</i> Perception, Attribution, and the Management of Diversity <i>Reading Assignment:</i> Chapter 4 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-10 on p. 121.
5	09/20/18	<i>Topic:</i> Learning and Creativity <i>Reading Assignment:</i> Chapter 5 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-10 on p. 150.
6	09/27/18	<i>Topic:</i> The Nature of Work Motivation and Creating a Motivating Work Setting <i>Reading Assignment:</i> Chapters 6 and 7 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1, 2, 3, 6, 8 and 9 on pp. 175-176 and 2, 7, 8, 9 on p. 206.
7	10/04/18	<i>Topic:</i> Pay, Careers, and Changing Employment Relationships <i>Reading Assignment:</i> Chapter 8 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-10 on p. 238.
8	10/11/18	<b>**MIDTERM EXAM COVERING CHAPTERS 1-8** BRING SCANTRON</b> <i>Topic:</i> Managing Stress and Work-Life Balance <i>Reading Assignment:</i> Chapter 9

<b>Week</b>	<b>Date</b>	<b>Topics, Readings, Assignments, Deadlines</b>
9	10/18/18	<i>Topics:</i> The Nature of Work Groups & Teams; Effective Work Groups & Teams <i>Reading Assignment:</i> Chapters 10 and 11 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-5 on P. 301 and 5-10 on p. 332
10	10/25/18	<i>Topic:</i> Leaders and Leadership and Communicating Effectively in Organizations <i>Reading Assignment:</i> Chapter 12 and 14 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 4 – 10 on P. 365 and 1,3,5 and 9 on p. 429
11	11/01/18	<i>Topics:</i> Power, Politics, Conflict and Negotiation <i>Reading Assignment:</i> Chapter 13 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1 – 10 pm p. 396 <b>Informational Interview Due</b>
12	11/08/18	<i>Topic:</i> Decision Making and Organizational Learning <i>Reading Assignment:</i> Chapter 15 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-9 on pp. 463 and 464
13	11/15/18	<i>Topic:</i> Organizational Design and Structure <i>Reading Assignment:</i> Chapter 16 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-10 on pp. 494 and 495.
	11/22/18	<b>**NO CLASS – THANKSGIVING HOLIDAY**</b>
14	11/29/18	<i>Topic:</i> Organizational Culture and Ethical Behavior <i>Reading Assignment:</i> Chapter 17 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-9 on p. 527
15	12/06/18	<i>Topic:</i> Organizational Change and Development <i>Reading Assignment:</i> Chapter 18 <i>Homework:</i> Prepare typed responses to Questions for Discussion and Review 1-9 on p. 556 <b>Team Assignment 2 Due</b>
Final Exam	12/13/18	5:15 pm BRING SCANTRON, Covers chapters 9-18.