

Course	MNGT 5590-BK Organizational Behavior
Term	Spring 1, 2008, Brooks City-Base, Texas
Instructor	David A. Covington 210-317-1704 davidcovington05@webster.edu
Catalog Description	This course introduces students to many of the basic principles of human behavior that effective managers use when managing individuals and groups in organizations. These include theories relating to individual differences in abilities and attitudes, attribution, motivation, group dynamics, power and politics, leadership, conflict resolution, organizational culture, and organizational structure and design.
Prerequisites	None.
Course Level Learning Outcomes	Upon successful completion of this course, the student will be able to: <ol style="list-style-type: none"> 1. Define, discuss, and recognize important terminology, facts, concepts, principles, analytic techniques, and theories taught in this organizational behavior course. 2. Identify and apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories from the organizational behavior course when analyzing factual situations with organizational behavior problems. 3. Develop reasonable solutions to organizational behavior problems using appropriate facts, concepts, principles, analytic techniques, and theories from this organizational behavior course. 4. Evaluate the quality of their proposed solutions to organizational behavior problems against appropriate criteria, including organizational constraints. 5. Discuss the relevance and application of the concepts, principles, and theories used in organizational behavior to contemporary events. 6. Identify and discuss the interrelationships among the concepts, principles, and theories used in the different areas of organizational behavior.
Materials	Title: <i>Organizational Behavior</i> , 4th edition Author(s): Steven L. McShane and Mary Ann Von Glinow Publisher: McGraw-Hill Irwin ISBN: 978-0-07-304977-9

<p>Grading</p>	<p>Your course grade will be based on your scores on your examinations, papers, assignments, and your contributions to class discussions. These different components will be weighted as follows:</p> <p style="padding-left: 40px;">Midterm Examination: 30%</p> <p style="padding-left: 40px;">Final Examination: 30%</p> <p style="padding-left: 40px;">Paper: 20%</p> <p style="padding-left: 40px;">Assignments and Self Assessments: 10%</p> <p style="padding-left: 40px;">Class Participation: 10%</p> <p>A/A– Superior graduate work</p> <p>B+/B/B– Satisfactory graduate work</p> <p>C Barely adequate graduate-level work</p> <p>F Work that is unsatisfactory</p> <p>I Incomplete work</p> <p>IP In progress</p> <p>NR Not reported</p>
<p>Activities</p>	<p>Classes will include lectures, group exercises, and discussions of videos and short cases. Some individual exercises may be completed during class, but most will be completed outside class. All group exercises will be completed during class, and obviously cannot be made up individually later—you will simply not get credit for those missed group exercises. For all classes other than the first class, you are expected to have read the assigned chapters before class each week. This will enable you to participate in any exercises and to ask questions about material you didn't understand.</p> <p>There will be one midterm examination and a final examination. The examinations will consist primarily of multiple choice questions, short answers, and short essay questions or exercises. The examinations will cover all of the assigned readings, even if the material was not discussed in class. In addition, you may be tested on information introduced in lectures, videos, or cases, but which is not covered in the textbook.</p> <p>In addition, you are expected to complete self-assessment exercises at the end of each chapter throughout the course. You only need to calculate your scores on the inventories, not copy each question. Your scores on the exercises will be turned in at one time at the end of the semester, unless instructed otherwise. In addition, there may be additional inventories or assignments that you will be responsible for completing as instructed.</p> <p>Finally, you will be required to write a paper analyzing a performance problem that involves issues in organizational behavior. You will be given detailed instructions on the paper, but in general you will identify and describe a performance problem in some organization, analyze the performance problem in terms of relevant organizational behavior theories, and suggest one or more plans that might help solve the problem. The most important part of the paper is your analysis of the problem and</p>

	<p>its causes, although research may help clarify your thinking and analysis. This paper should illustrate your abilities to analyze real-world situations and integrate the concepts you have learned during the course. Note that this is not a traditional term paper about some topic, nor is it a book report. The paper should not be longer than 10 pages, including the list of references, so you will need to be concise in your writing. Papers exceeding 10 pages may be penalized if the additional length was due to poor editing or writing.</p>
<p>Policy Statements: University Policies</p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p>Academic Honesty The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p>Drops and Withdrawals Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p>Special Services If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p>Disturbances Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p>Student Assignments Retained From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p>Contact Hours for this Course It is essential that all classes meet for the full instructional time as</p>

	scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.		
Course Policies	<p>This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to add, delete, or modify any weeks of this schedule. Any changes will be announced during class.</p> <p>Academic Dishonesty: Webster University strives to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, fabrication, plagiarism, and facilitation of academic dishonesty. Academic dishonesty is unacceptable and may result in disciplinary action, as outlined in the Graduate Studies catalog.</p>		
Weekly Schedule	MCSHANE AND VON GLINOW BOOK		
	Week	Topics	Chapters in Text
	1	Introduction to the Field of Organizational Behavior Individual Behavior, Values, and Personality	1 2
	2	Perception and Learning in Organizations Workplace Emotions and Attitudes	3 4
	3	Motivation in the Workplace Applied Performance Practices Work-Related Stress and Stress Management	5 6 7
	4	Decision Making and Creativity Foundations of Team Dynamics	8 9
	5	Midterm Examination (Chapters 1-9) Communicating in Teams and Organizations <i>(Covered on final exam)</i>	11
	6	High Performance Teams Power and Influence in the Workplace	10 12
	7	Conflict and Negotiation in the Workplace Leadership in Organizational Settings	13 14
	8	Organizational Structure and Design Organizational Culture Organizational Change <i>Papers due by this class</i>	15 16 17
	9	FINAL EXAM COURSE REVIEW AND SUMMARY	
Additional Information			

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