

Instructor: Alice J. Wilson
Assistant Professor

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Office Hours: Monday 8:45am – 10:30am
Tuesday 10:30am - 1:30pm
6:30pm - 7:30pm
Thursday 10:30am – 1:30pm

Office Location: Curtis Hall – Room 216

Voice Mail: 610-606-4666 Extension: 3690

Prerequisite: ECO100

COURSE DESCRIPTION:

A study of the relationship between enlightened, effective management and individual, group and organizational performance. Particular focus is directed to organizational climate, inter-group behavior, reward processes, performance evaluation, leadership and communication.

STUDENT OUTCOMES:

Upon successful completion of the course the student will:

- Learn about work life environment, differences, corporate cultures and individual work styles and behaviors
- Understand motivational theories and how to motivate others and how to work in teams/groups successfully
- Be informed on the use of power in organizations and leadership styles
- Understand how decisions are made in organizations and how to deal with conflict in the workplace
- Understand how organizational design impacts strategic competency
- Learn organizational development techniques to manage, nurture and guide cultural change
- Be able to demonstrate group, individual and intergroup interventions
- Understand types of change, change management and the impact of change on organizations
- Learn about human resources policies and practices and their role in organizations

REQUIRED TEXTBOOK:

Robbins, Stephen P. and Judge, Timothy A., “Organizational Behavior-Twelfth Edition”, 2007, Pearson/Prentice Hall, NJ

LEARNING METHODOGIES:

1. Overview by Presentation
2. Examinations
3. Class Participation and Group Exercises
4. Written Paper
5. Case Studies/Exercises
6. Current Article Review & Journal
7. Group Project/Presentation

EVALUATION/GRADING/ASSESSMENT:

Class Participation/Attendance	140	(10 pts for 14 classes)
Current Article Reviews (4)(due Nov 10)	100	
Test 1	100	
Test 2	100	
Test 3	100	
Test 4	100	
Written Paper (due Nov 17)	150	
Journal on Company/Corporation	85	
Org Observers Presentation-Summary	125	

GRADING SCALE:

93-100	=	A	4.0	77-79	=	C+	2.3
90-92	=	A-	3.7	73-76	=	C	2.0
87-89	=	B+	3.3	70-72	=	C-	1.7
83-86	=	B	3.0	67-69	=	D+	1.3
80-82	=	B-	2.7	60-66	=	D	1.0
				<60	=	F	0.0

STUDENTS WITH DISABILITIES

Students with documented disabilities who may need academic accommodation should discuss these needs with me during the first two weeks of class. Students with disabilities who wish to request accommodations should contact Academic Services.

ATTENDANCE:

An attendance roster will be circulated for signature at the beginning of each class. If you are late to class, it is your responsibility to sign the attendance sheet at a break or at the end of class. Attendance and participation in class is encouraged and expected. Students are expected to participate in class discussion and in group discussions and the group project. Points are given for attending and participating in class and for the final presentation including the observation of other's presentations.

Please notify me by e-mail or voice mail, if possible, if you expect to be absent or away from class. Make-up examinations will be given at the discretion of the instructor. It is the student's responsibility to retrieve materials and notes presented in class that has been missed.

CLASSROOM PROTOCOL AND STUDENT BEHAVIOR:

- **It is expected that students have read the assignments and are prepared for class**
- **It is expected that students will actively participate in class discussion and in group discussion of case studies and group exercises**
- **It is expected that students will take the examinations as scheduled. Failure to do so will constitute a zero unless prior arrangements have been made with the instructor**
- **It is expected that assignments will be handed in on the due date. Late assignments will receive decreased points for each late day**
- **The Cedar Crest Honor Code will prevail at all times. Any violation of the Honor Code will be reviewed and may constitute a reduction in grade or failure for the course. Plagiarism, as defined in the Cedar Crest Custom's Book, is considered an Honor Policy violation.**
- **The Cedar Crest College Classroom Protocol (Section A of "A Student's Guide to CCC" will prevail at all times**

Some examples of disruptive behavior include:

- **Persistent speaking without permission**
- **Use of electronic devices, cell phones or pagers during class**
- **Threats or harassment of any kind, physical disruptions**
- **Poor personal hygiene**
- **Revealing dress**
- **Working on homework for other classes**
- **Inappropriate personal disclosure during class (sharing too much information)**
- **Sleeping in class**
- **Reading newspapers, novels or other books during class**
- **Entering class late or leaving early (without permission)**

DATE	DISCUSSION TOPICS
AUG 25	<p>Course Overview Chapter 1: “What is Organizational Behavior?” Current Article Sign-up for presentation of one article Discussion of company/corporation journal</p> <p>Chaper 1: Case Incident 2, page 39 Team Exercise: Workforce Diversity, page 36 Written Paper Overview Group Project Overview and Groups- Org Observers Current Articles (by instructor)</p> <p>Chapter 2: “Foundations of Individual Behavior” Current Article (by student) Team Exercise, page 66 (in group) Case Incident One, page 67</p>
SEP 8	<p>Chapter 3: “Attitudes and Job Satisfaction Video – “Recipe for Success” and discussion Case Incident 1, page 97, Q 1-4</p> <p>Chapter 4 “Personality and Values” Video – “Gender Wage Gap” and discussion Team Exercise, page 136 “Challenges in Negotiating with Chinese Executives”</p> <p>Chapter 5: “Perception and Individual Decision Making” Current Article (by student) Case Incident 2, p. 179-Whistle-blowers: Saints or Sinners?” Ethical Dilemma, page 178</p>
SEP 15	<p>Take Home TEST ONE-Chapters 1-5, DUE SEPT 22, 2008 7PM EST</p> <p>Chapter 6: “Motivation Concepts” Case Incident 1, p. 217 “Frustrated at age 30” (group) Video: “Age Discrimination” with group discussion</p> <p>Chapter 7: “Motivation: From Concepts to Applications” Ethical Dilemma, p. 251 “Are American CEOs Paid Too Much?” (group) Case Incident 2, p. 253</p> <p>Current Article (by student)</p>

DATE	DISCUSSION TOPICS
SEP 22	<p>Take Home Test One Due at 7:00pm EST</p> <p>Chapter 8: “Emotions and Moods” Ethical Dilemma, p. 290, “Are Workplace Romances Unethical?”</p> <p>Video: “Building Confidence” with group discussion Current Article (by student)</p> <p>Chapter 9: “Foundations of Group Behavior” Team Exercise, p. 329 “Wildness Survival” Case Incident 1, p. 331</p>
SEP 29	<p>Chapter 10: “Understanding Work Teams” Case Incident 1, p. 360 “A Virtual Team at T.A. Stearns”</p> <p>Group Time – Begin to plan Organizational Observer Visit (20 min.) Current Article (by student)</p> <p>Review for Test Two (Chapters 6-10)</p>
OCT 6	<p>TEST TWO-Chapters 6-10</p> <p>Chapter 11: “Communication” Current Article (by student) Video: “Home Shopping Network” and group discussion</p>
OCT 13	No Class – Fall Break
OCT 20	<p>Chapter 12: “Basic Approaches to Leadership” Case Incident 1, p. 422 “Moving from Colleague to Supervisor” Case Incident 2, p. 423 “Barack Obama” Presidential candidate and leadership discussion Group Time – 15 minutes</p> <p>Chapter 13: “Contemporary Issues in Leadership” Case Incident 2, p. 462 “Generation Gap: Mentors and Proteges” (group) Group Time – 15 minutes</p>

DATE **DISCUSSION TOPICS**

- OCT 27 Chapter 14: “Power and Politics”
Case Incident 2, p. 497 “The Politics of Backstabbing” (group)
Video: “Nepotism” with group discussion

Current Article (by student)

Chapter 15: “Conflict and Negotiation”
Ethical Dilemma, p. 531, “Is It Unethical to Lie and Deceive During Negotiations?”
Team Exercise: p. 530 “ A Negotiation Role Play”

Review for Test Three (Chapters 11-14)
- NOV 3 **TEST THREE- Chapters 11-15**

Chapter 16: “Foundations of Organization Structure”
Video Exercise: “Bullies on the Job” with group discussion
Team Exercise: “Authority Figures”, page 565
- NOV 10 **TURN IN CURRENT ARTICLE SUMMARIES (4)**

Chapter 17: “Organizational Culture”
Case Incident 2, p. 601 “Wegmans”
Video: “Army Boot Camp” with group discussion
Current Article (by student)

Chapter 18: “ Human Resource Policies and Practices”
Questions for Critical Thinking, page 635

Case Incident One: “ A Unique Training Program at UPS”, p. 636
Ethical Dilemma, page 636

Role play of performance reviews

DATE	DISCUSSION TOPICS
NOV 17	<p>Group Presentations and Summary (due at 9:30pm EST)</p> <p>Chapter 19: “Organizational Change and Stress Management”</p> <p>Case Incident 1, p. 680 “GE’s Work-Out” Case Incident 2, p. 681, “ Innovating Innovation”</p> <p>WRITTEN PAPER DUE ON NOV 17, 2008 at 11:00 PM EST Bring hard copy to class</p>
NOV 24	<p>Group Presentations and Summary (due at 9:30pm EST)</p> <p>Video: “What Stress Does to Our Body” Video: “Ways Men and Women Handle Stress Discussion – Stress Management</p> <p>Assignment of small groups for Case 1-8 presentations</p>
DEC 1	<p>WRITTEN PAPER DUE ON DEC 1, 2008 at 11:00 PM EST</p> <p>Guest Speaker</p> <p>Course Review and discussion of written papers</p>
DEC 8	<p>Take home TEST FOUR (Chapters 15-19) DUE MONDAY, DEC 15 at 11:00pm EST Please submit to me via email at ajwilson@cedarcrest.edu in WORD or WORD compatible format. I will send a confirmation of receipt.</p> <p>COMPANY/CORPORATION JOURNAL DUE at 11:00 EST</p> <p>Case 1-8 Comprehensive Cases pp. 693-717 (selection, not all) Preparation and Presentation by small groups</p> <p>Discussion of Journals</p>

Summary of work for class:

- CURRENT ARTICLES:** Summarize four articles and present one to class
Turn in four summaries on November 10, 2008
- WRITTEN PAPER DUE:** **DUE FRIDAY, NOV 17, 2008 at 11:00 EST**
BRING HARD COPY TO CLASS
- Group Presentations:** **November 17 and November 24**
- SUMMARY OF GROUP PROJECT: DUE-November 17 and November 24**
BRING HARD COPY TO CLASS
- Four tests:** **Test One and Four are take home test**
Test Two and Three are completed in class
- Journal on Company/Corporation Turn in December 8**
- During the week of Dec 8** **Preparation and presentation of case study (in class)**
Lead class discussion of case, done by small group