

Instructor: Alice J. Wilson  
Assistant Professor

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Office Hours: Tuesday 11:00- 1:00 pm, Wednesday 10:00-12:00pm, Thursday 11:00- 1:00 pm

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-Thirteenth Edition", 2009, 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
7. Group Project/Presentation

EVALUATION/GRADING/ASSESSMENT:

Class Participation/Attendance	196	(7 pts for 28 classes)
Current Article Reviews (5)(due Mar. 19)	150	
Test 1	100	
Test 2	100	
Test 3	100	
Test 4	100	
Written Paper (due Apr. 16)	150	
Org Observers Presentation-Group	104	

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)**

<b>DATE</b>	<b>DISCUSSION TOPICS</b>
JAN 20	Course Overview
JAN 22	Chapter 1: "What is Organizational Behavior?" Current Article Sign-up for presentation of one article 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)  Chapter 2: "Foundations of Individual Behavior" Current Article (by student) Team Exercise, page 67 (in group) Case Incident One, page 69
JAN 27	Chapter 3: "Attitudes and Job Satisfaction
JAN 29	Video – "Recipe for Success" and discussion Case Incident 1, page 95-967, Q 1-4  Chapter 4 "Personality and Values" Ethical Dilemma: "Hiring Based on Body Art", p. 129  Chapter 5: "Perception and Individual Decision Making" Current Article (by student) Case Incident 2, p. 167-Whistle-blowers: Saints or Sinners?"
FEB 3	<b>Take Home TEST ONE-Chapters 1-5, DUE FEB 10, 2009 11:00am EST</b>
FEB 3	Chapter 6: "Motivation Concepts"
FEB 5	Case Incident 2, p. 206 "Bullying Bosses" Video: "Age Discrimination" with group discussion Current Article (by student)  Chapter 7: "Motivation: From Concepts to Applications" Ethical Dilemma, p. 242 "Are American CEOs Paid Too Much?"

<b>DATE</b>	<b>DISCUSSION TOPICS</b>
FEB 10	Take Home Test One Due at 12:00pm EST
FEB 10	Chapter 8: “Emotions and Moods” Ethical Dilemma, p. 274, “Are Workplace Romances Unethical?” Case Incident 2: “Abusive Customers Cause Emotions to Run High” Current Article (by student)
FEB 12	Chapter 9: “Foundations of Group Behavior” Team Exercise, p. 313 “Wildness Survival” Case Incident 2: “The Dangers of Groupthink”, p. 315
FEB 17	Chapter 10: “Understanding Work Teams” Case Incident 1, p. 343 “Teamwork: One Company’s Approach to High Performance” Group Time – Begin to plan Organizational Observer Visit (20 min.) Current Article (by student)
FEB 19	Review for Test Two (Chapters 6-10)
FEB 24	TEST TWO-Chapters 6-10
FEB 26	Chapter 11: “Communication” Current Article (by student) Video: “Home Shopping Network” and group discussion Experiential Exercise p. 377
MAR 3	Chapter 12: “Basic Approaches to Leadership” Case Incident 1, p. 406 “Moving from Colleague to Supervisor” Case Incident 2, p. 407 “The Kinder Gentler Leader” Group Time – 15 minutes
MAR 5	Chapter 13: “Contemporary Issues in Leadership” Case Incident 2, p. 442 “Generation Gap: Mentors and Proteges” (group) Group Time – 15 minutes
MAR 10	NO CLASS – SPRING BREAK
MAR 12	NO CLASS – SPRING BREAK

<b>DATE</b>	<b>DISCUSSION TOPICS</b>
MAR 17	Chapter 14: "Power and Politics" Case Incident 2, p. 477 "The Politics of Backstabbing" Current Article (by student)
MAR 19	"The High Cost of Low Prices" video and discussion <b>TURN IN CURRENT ARTICLE SUMMARIES (5)</b>
MAR 24	Chapter 15: "Conflict and Negotiation" Experiential Exercise, p. 509, "A Negotiation Role Play"
MAR 26	<b>TEST THREE- Chapters 11-15</b>
MAR 31 APR 2	Chapter 16: "Foundations of Organization Structure" Video Exercise: "Bullies on the Job" with group discussion  Chapter 17: "Organizational Culture" Case Incident 2, p. 601 "Wegmans" Video: "Army Boot Camp" with group discussion
APR 7	Chapter 18: "Human Resource Policies and Practices" Case Incident One: "Digging Up the Dirt", page 611
APR 9	NO CLASS
APR 14	Role play of performance reviews Current articles for discussion on human resources practices
APR 16	Chapter 19: "Organizational Change and Stress Management" Case Incident 2, p. 681, "Innovating Innovation"
	<b>WRITTEN PAPER DUE ON APRIL 16, 2009 at 11:00 AM EST</b>

<b>DATE</b>	<b>DISCUSSION TOPICS</b>
APR 21	Group Presentations
APR 23	”
APR 28	Video: “What Stress Does to Our Body”
APR 30	Video: “Ways Men and Women Handle Stress Review of Written Papers
	Case 1-8 Comprehensive Cases pp. 693-717 (selection, not all) Preparation and Presentation by small groups
MAY 5	Course Review Take home <b>TEST FOUR (Chapters 16-19)</b> <b>DUE TUESDAY, MAY 12 at 11:00am EST</b> Please submit to me via email at <a href="mailto:ajwilson@cedarcrest.edu">ajwilson@cedarcrest.edu</a> in WORD or WORD compatible format. I will send a confirmation of receipt.
	<u>Summary of work for class:</u>
<b>CURRENT ARTICLES:</b>	Summarize five articles and present one to class <b>Turn in five summaries on March 19, 2009</b>
<b>WRITTEN PAPER DUE:</b>	<b>DUE FRIDAY, APRIL 16, 2009 at 11:00 EST</b> <b>BRING HARD COPY TO CLASS</b>
<b>Group Presentations:</b>	<b>April 21 and April 23</b>
<b>Four tests:</b>	<b>Test One and Four are take home test</b> <b>Test Two and Three are completed in class</b>
<b>During the week of April 28</b>	<b>Preparation and presentation of case study</b> <b>Lead class discussion of case, done by small group</b>

