1. Course Information

Course Title: Organizational Behavior  Course number: MBA 5322 (1638)  Course Section: NA
Credit Hours: 3  Prerequisite: MBA 5X07  Semester: Spring 2017  Room #: Strake 201
Class Days: T/Th, 5:30 to 6:45 PM  Course Blackboard site: MBA 5322NA on Blackboard

2. Instructor Information

Name: Charlene Dykman, PhD  Office location: Welder #119  Office phone: 713-525-3526
Fax #: 713-525-2110  Emergency #: 713-525-2105

Where to leave assignments: Submit assignments (Word format) for evaluation by Turnitin.com (www.turnitin.com) and submit them, along with the Turnitin reports, to me (hardcopy) by the scheduled beginning time of the class in which they are due. Allow yourself the time needed to get the Turnitin reports accomplished (usually 24 hours with each submission to Turnitin). Late submissions of assignments, including the Turnitin report (even a few minutes late), will receive an entire letter grade deduction. This is a MANAGEMENT class and part of my job is to teach you to be successful in your business career. Meeting deadlines in business and precisely following written instructions are critical success factors for your career. It is YOUR responsibility to allow adequate time for submission and resubmission through Turnitin. It usually takes at least two submissions of your document to get within the required 5% matching. In the event of emergency, please contact me via email for alternative instructions. The best way to contact me is via email (cadykman@stthom.edu). Do NOT submit the assignments via email attachments.

3. Course Catalog Description

The purpose of this course is to provide the student with an in-depth study of concepts relevant to understanding and predicting human behavior in organizations. Topics include personality, motivation, leadership, group processes, decision making, and conflict resolution. Research findings in psychology, sociology, human resources and management are synthesized as they contribute to the understanding of individual and group productivity. Teamwork, leadership and problem solving are emphasized through experiential learning and/or case method. Assignments include written reports and oral presentations.

4. Program Goals and Objectives

Goal 1. They will be effective communicators.
   • Objective 1: Graduates will deliver a compelling oral presentation.
   • Objective 2: Graduates will write professional quality documents.

Goal 2. They will be effective team members.
   • Objective 1: Graduates will demonstrate appropriate group techniques to participate in a team task that results in effective performance.
   • Objective 2: Graduates will demonstrate effective leadership skills in a group project.

Goal 3. They will be ethical decision makers.
   • Objective 1: Graduates will recognize the ethical issues implicit in a business situation.
   • Objective 2: Graduates will describe and use ethical frameworks applied to business situations.
   • Objective 3: Graduates will develop a variety of ethical alternatives for resolving or at least addressing, a problem in business.

Goal 4. They will be globally aware.
   • Objective 1: Graduates will perform a global business situation analysis.
   • Objective 2: Graduates will formulate global business strategy.

Be Here Now!!  Know Thyself!!!  Integrity!!!
MBA 5322 NA (1638) – ORGANIZATIONAL BEHAVIOR            Spring 2017                    DR. CHARLENE DYKMAN
OFFICE HOURS: Tuesday 1-5:30; Wednesday 6:00-7:00 (Virtual)
Thursday 3:30-5:00 (when class meets face to face; virtual on other Thursdays)

TURNITIN CLASS ID = 14280070          TURNITIN PW= OrgB1

• Objective 3: Students will evaluate global business strategy.

Goal 5. They will be able to integrate knowledge across multiple business disciplines.
• Objective 1: Graduates will identify business problems and opportunities that result from factors internal and external to the organization.
• Objective 2: Graduates will apply quantitative and qualitative techniques from the different business disciplines to address problems and opportunities.

Goal 6. They will be knowledgeable about multiple business disciplines

5. Course Learning Objectives

• Understand both classic and current theories and practices in the field of OB as they relate to organizational performance across functions (Goals 5 and 6).
• Apply OB theories and models to the analysis/evaluation of employees, workgroups, organizations, and their management (Goals 5 and 6).
• Demonstrate abilities to summarize, critique, and evaluate the topic areas relevant to OB by working on discussion skills and presenting ideas individually and in groups (Goals 1 and 2).
• Understand, explain, and influence human behavior in organizational settings using both established and emerging theories from various disciplines in order to achieve organizational excellence (Goals 5 and 6).
• Understand issues involved in ethical decision-making in organizations (Goal 3)
• Apply leadership theories and models to business and organizational situations (Goals 3 and 6).

6. Texts, Readings, Materials

Required text:

Required readings:
• “Addressing Resistance to Workflow Automation” (Dykman & Davis), “A Case of Mergers – the H-P Experience” (Dykman, Davis & Lamb). These are all available for download on our class BlackBoard site.

Glossary of Organizational Behavior Terms – on our BB site – keep this to assist in preparation for exit exams from our program. Important Note: The CSB Comprehensive Test for the MBA program is a comprehensive test on all subjects covered in the MBA program and will be administered in the capstone course of the MBA program. Questions on topics from the core/required courses – including this course - will appear on the CSB Comprehensive Test.

Supplementary readings:
• I will provide handouts, from time to time, about topics related to management practices and dilemmas. These may also be posted on our class site on Blackboard.

Suggestions for further study:
• I encourage students to read periodicals such as Forbes, Fortune, Business Week, The Economist, and Wall Street Journal. This type of reading is essential for success in a business career and all of these periodicals cover Management issues very frequently. I will provide student subscription discounts for the Wall Street Journal.
• All students are encouraged to attend three workshops during the semester. These are provided by the Cameron School of Business and are intended to improve skills and enhance your learning in the program. The schedule of workshops, many of which are online, is available on the class Blackboard site.

7. Instructional methods

Read this section carefully. It is critical that you learn to follow these written instructions. Such a skill is very important for success in any organization and following instructions will be emphasized throughout this semester.

This is not your typical “lecture-oriented” class. This will be a “flipped” class, meaning that typical lecture and homework elements of the course are often reversed. You will view short video lectures at home before the class session, while in-class

Be Here Now!!         Know Thyself!!!        Integrity!!!
time is devoted to discussions. Note that there are many class sessions where we do not meet face to face. This will give you the time that you need to work on the out-of-class tasks. Please remember that the syllabus is your CONTRACT for this class and you need to keep up with the due dates for coverage of the material and for your class deliverables.

I will ask provocative questions and there will be a minimum of lecture. Be prepared for me to call on you in each class. There are questions posed in each PowerPoint deck for each chapter. These are not the questions I will ask in class and I do NOT want you to prepare answers, write them down and then read them back to me during class. I want you to assume responsibility for what you learn in this class. Learning will be the result of your reading, your understanding and the discussions we have during the class meetings. I am always here to help with your understanding, so bring any questions about what you are reading and we will talk about them within the class itself. Please do NOT wait until after class to ask your questions. I will simply tell you to bring your question and ask it at the start of the next class. Set an appointment with me if you have a personal issue related to our class that you wish to discuss. I want all class members to learn from all discussions. In any business setting, you must be able to speak up and contribute to important discussions. Questions are good and show me that you are thinking critically about what you have read and this greatly impacts your participation grade.

I am serious about the importance of participation in our class discussions. Each of you cannot be expected to participate in each and every discussion that we have, given the size of our class. However, throughout the semester you are expected to make MEANINGFUL contributions to our discussions, based on critical thinking about the assigned readings. You simply will not be able to successfully complete this class without doing so. You are expected to read the chapters and other materials assigned PRIOR to the class meeting in which they will be discussed. You just cannot learn this material well without reflection on your own experiences at work or in organizations. You need to be prepared to discuss the chapter contents and businesses and organizations that are highlighted in each chapter. Participation includes good questions RELATED to the reading assignments. Keep your participation focused on the reading assignments for each class, not your own personal experiences. This is an important skill to have in any business career.

See the participation rubric on our blackboard site to understand how your participation grade is determined. Raising your hand to offer questions or insights is a good thing. However, it is often true that several people will dominate the conversation every day and that is NOT a good thing. Please monitor that yourself. I will call on those who seem reluctant to volunteer during class discussions. I will issue you a “grade to date” assessment regarding your participation around midterm. Remember, quality counts, evidence of your reading of the assigned materials counts, penetrating questions count, etc.

As each class session in only 75 minutes and many class sessions devoted to online work, we move through the assigned textbook readings very quickly. I will release my PowerPoint slides (in pdf format) to you based on the date for each scheduled chapter to be read (usually making them available at the end of the prior class session). These will include many links to videos and short presentations that you will view outside of the class sessions. You are responsible for that content. You are expected to closely read the first case (“Addressing Resistance to Workflow Automation”) in depth in order to prepare for your written analysis of the case. The second case, about the Hewlett-Packard merger, will serve as a foundation for the midterm and for your application of the Structural, Human Resources and Political frames as discussed in our text.

8. Technology

1) Use of general productivity software (e.g., Microsoft Office) to complete assignments
2) Use of BlackBoard learning platform (all items found under Course Documents) & www.Turnitin.com. Class ID = 14280070; PW = OrgB1
3) Online research. – Be certain you understand and follow the Black Board posted APA guidelines for reference citations. Do not rely on UST’s Learning Center for APA help for this class.
4) Students are expected to access their UST email accounts. You MUST use your Stathom email account. All email communications from me will be via the email list in Blackboard to the UST email account of each student. If you do not regularly access this account it is IMPERATIVE that you have your email forwarded to the account which you regularly use. Access your UST account frequently and keep it empty enough to receive email by having messages deleted if you have them forwarded. You are responsible for receipt of all email communications from me regarding this class. Call 713-525-6900 for assistance with this, if needed.
<table>
<thead>
<tr>
<th>Assignments of topics, exams</th>
<th>Due dates</th>
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<tbody>
<tr>
<td><strong>Introductions and Course Overview</strong></td>
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<tr>
<td>Bring your completed Student Information Sheet (on BlackBoard site)</td>
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<tr>
<td><strong>THE STRUCTURAL FRAME</strong></td>
<td></td>
</tr>
<tr>
<td>Read Chapters, view slide decks, including all videos, prepare for discussion.</td>
<td>1/19</td>
</tr>
<tr>
<td>Ch. 1 – The Power of Reframing</td>
<td></td>
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<tr>
<td>Read Chapters, view slide deck, including all videos, prepare for discussion.</td>
<td>1/24</td>
</tr>
<tr>
<td>Ch. 2 – Simple Ideas, Complex Organizations</td>
<td></td>
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<tr>
<td>Ch. 3 – Getting Organized</td>
<td></td>
</tr>
<tr>
<td>Read Chapter, view slide deck, including all videos, prepare for discussion.</td>
<td>1/26</td>
</tr>
<tr>
<td>Ch. 4 - Structure and Restructuring</td>
<td></td>
</tr>
<tr>
<td>Ch. 5 – Organizing Groups and Teams</td>
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<tr>
<td>Practice with Turnitin DUMMY!!! Verify that you know how to generate the required reports</td>
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<tr>
<td>You will need these reports for your Structural Analysis assignment</td>
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<tr>
<td><strong>The HUMAN RESOURCES FRAME</strong></td>
<td>1/31</td>
</tr>
<tr>
<td>Read Chapter, view slide decks, including all videos, prepare for discussion.</td>
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<tr>
<td>Ch. 6 – People and Organizations</td>
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<tr>
<td>Ch. 7 – Improving Human Resource Management</td>
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<tr>
<td><strong>No Class meeting - Work on written assignment – Remember Turnitin time required. Assignment due by start of class on 9/20 - (hard copy only-one page single spaced maximum). These items will be turned in – Turnitin copy of your case analysis with the matches highlighted, Turnitin report with match percentage (5% maximum) and the paper itself. See writing rubric on Blackboard site. You MUST conform to the BlackBoard posted APA Guidelines for any references used. Hard copy only- no online submissions.</strong></td>
<td>2/2</td>
</tr>
<tr>
<td>Read Chapter, view slide deck, including all videos, prepare for discussion.</td>
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<tr>
<td>Ch. 8 – Interpersonal and Group Dynamics</td>
<td></td>
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<tr>
<td><strong>Discussion of structural analysis</strong></td>
<td>2/7</td>
</tr>
<tr>
<td>Ch. 8 – Interpersonal and Group Dynamics</td>
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<tr>
<td><strong>Be certain you are reading “Addressing Resistance to Workflow Automation” by Dykman &amp; Davis and begin preparation for your written analysis (two pages single space maximum) using the Structural and Human Resources frames. Remember Turnitin submission time required.</strong></td>
<td>2/9</td>
</tr>
<tr>
<td>Read Chapter 9, view slide deck, including all videos, prepare for discussion.</td>
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<tr>
<td><strong>THE POLITICAL FRAME</strong></td>
<td>2/14</td>
</tr>
<tr>
<td>Read Chapters view slide deck, including all videos, prepare for discussion.</td>
<td></td>
</tr>
<tr>
<td>Ch. 9 – Power, Conflict and Coalition</td>
<td></td>
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<tr>
<td>Ch. 10 – The Manager as Politician</td>
<td>2/16</td>
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<tr>
<td>Ch. 11 - Organizations as Political Arenas and Political Agents</td>
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<tr>
<td><strong>Alumni Speaker</strong></td>
<td>2/21</td>
</tr>
<tr>
<td><strong>No Class Meeting - Work on written assignment – Remember Turnitin time required</strong></td>
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<tr>
<td><strong>Analysis of “Addressing Resistance to Workflow Automation” (Dykman &amp; Davis), using the Structural and Human Resources frames, is due in class (hard copy only-two pages single spaced maximum). These items will be turned in – Turnitin copy of your case analysis with the matches highlighted, Turnitin report with match percentage (5% maximum) and the paper itself. See writing rubric on Blackboard site. You MUST conform to the BlackBoard posted APA Guidelines for any references used. Hard copy only- no online submissions.</strong></td>
<td>2/23</td>
</tr>
<tr>
<td><strong>Discussion of “Addressing Resistance to Workflow Automation” (Dykman &amp; Davis). Preparation for exam</strong></td>
<td>2/28</td>
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Be certain you have read “A Case of Mergers – the HP Experience” and prepare to analyze using the Structural, Human Resources, and Political frames – this will be the focus of the midterm exam.  

Exam – application of the structural, Human Resources, and Political Frames to analysis of “A Case of Mergers – the HP Experience” (Dykman, Davis, and Lamb)  

No Class meeting  
Use this time to work on your ideas for the organization you will use for your personal mini-case assignment. Your proposal is not lengthy and need not include any details about your organization other than your relationship to the organization. This time is for you to be certain that your choice offers adequate opportunities to discuss your organization from all four frames.  

Spring Break  

No Class Meeting  
THE SYMBOLIC FRAME  
Read Chapter, view slide deck, including all videos, prepare for discussion.  
Ch. 12 – Organizational Symbols and Culture  

No Class Meeting  
Read Chapter, view slide decks, including all videos, prepare for discussion.  
Ch. 13 – Culture in Action  
Ch. 14 – Organization as Theater  

Personal mini-case proposal is merely the name of the organization about which you will write and your relationship to that organization  
Review of Exam  
Read Chapter, view slide decks, including all videos, prepare for discussion.  
Ch. 12 – Organizational Symbols and Culture  

Discussion of:  
Ch. 13 – Culture in Action  
Ch. 14 – Organization as Theater  

Searching for Sugarman – view in class  

Searching for Sugarman – view in class  

No Class meeting  
Read Chapter, view slide decks, including all videos, prepare for discussion.  
Ch. 20 - Bringing it All Together: Change and Leadership in Action  

No Class meeting - Develop your written analysis of Searching for Sugarman  
These items will be turned in – Turnitin copy of your case analysis with the matches highlighted, Turnitin report with match percentage (5% maximum) and the paper itself. One page limit for your analysis. See writing rubric on Blackboard site. You MUST conform to the BlackBoard posted APA Guidelines for any references used. Hard copy only- no online submissions.  

Be certain you are developing your personal mini-case  
Be ready to discuss Chapter 20 and the way in which the student presentation (included in the PPT videos) uses all four frames to discuss the RFK High School case  

Symbolic analysis of Searching for Sugarman is due in class.  
Discussion of symbolic analysis of Searching for Sugarman  
Viewing of Invictus in class  

Viewing of Invictus in class  

Symbolic Analysis of Sugarman Discussion  
Discussion of Invictus applying the four frames analysis  

Personal mini case due - incorporating the four frames – (5 page single spaced maximum) – allow time for the Turnitin evaluation. Submit the percent matching report (5% maximum), the mini-case with the matches highlighted and the mini-case itself. You MUST conform to BlackBoard posted APA Guidelines for any references you use. See writing rubric on Blackboard site. Hard copy only – no online submission. Give equal (in length) treatment to each of the frames.  

Be Here Now!!                             Know Thyself!!!                           Integrity!!!
10. Course Policies

It is required that everyone in class will:

- **Read these policies carefully**– they are IMPORTANT to your success in this class.
- Understand that I am committed to honesty in your academic endeavors. This is **YOUR** education – and I expect that you will hand in only your own work, properly referenced and cited as needed. Your work will be submitted through a system that will assess the originality of your work and there is a **NO TOLERANCE** policy. Plagiarism will **NOT** be tolerated. There will be no excuses. We will discuss what this means. Your job is to do the best that you can and to make sure that your work is your own. Do not hesitate to ask me for clarification of my policies. Part of my job is to help you understand how intellectual property is valued and what this means in terms of your academic work. I urge you to take the workshop tutorial regarding plagiarism.
- **Arrive at class on time** and **refrain from leaving the class room** during the class session. There will be **NO** breaks during this 75 minute class. Please take care of your restroom needs prior to class and plan to stay in the classroom until the end of class. It is very disruptive when students enter and leave during our class discussion. I will record your late arrival and 3 late arrivals counts as one missed class. (5 minute grace period allowed). If you cannot be in class by 5:30 due to work/social commitments, then I encourage you to consider a change to the Tuesday 7:00-9:45 MBA 5322 class through the drop/add process.
- Attend all class meetings, read assigned materials, and be ready to discuss the materials. After more than 3 classes missed, each additional class missed will result in a one letter grade reduction for your grade in this class. Attendance will be recorded from the first day the class meets. There are **NO** excused absences and there are **NO** extra credit opportunities.
- Raise relevant questions and contribute relevant observations to the discussion topics.
- Show awareness of appropriate interpersonal communication and sensitivity to others.
- Fully participate in activities and discussions in class.
- **NOT** use a laptop, a tablet, or similar electronic devices during class. This is a **FIRM** restriction.
- **NOT** use the cell phone during class – please turn your phone to silent.

General Policies

- There will be no extra credit opportunities in this class.
- There are in-class exercises involving individual and group participation. Not completing these exercises due to absence and/or tardiness, will negatively impact your participation grade.
- Please note that the extent of your participation and responsiveness to individual discussants and groups is very important. Furthermore, healthy debate and respectful disagreement over topics will be encouraged as there are divergent viewpoints that can be taken on any given subject and such debates are instrumental in the learning process. In doing so, let’s build a collaborative atmosphere of giving each other supportive feedback. **You can do this!!!**
- **Serious Effort** - As I approach my classes with openness to a variety of opinions and a desire for critical thinking on the part of my students, it may be easy to assume that I am relaxed in my evaluation of student efforts. I consider it a privilege to lead you to a deeper understanding of Organizational Behavior and all that it entails. However, I take my work **VERY** seriously and expect that you will approach your work in this class with the same seriousness and dedication to learning that I have. Let’s commit to working hard, having some fun and learning a lot of interesting things in the process!!!!
- There will be one in-class exam. This class is largely focused on application of the analytical frames and discussion of concepts and application of those concepts within your work-life using the first case study as a foundation. Accordingly, the exam will be essay in nature, largely integrative and will require demonstration of your deep understanding of the dimensions of organizational behavior and leadership through the perspective of the Structural, Human Resources, and Political frames that will anchor our class discussions to the date of the exam. Asking
questions for clarification throughout the semester will be important in your successful completion of this exam as it will help to assure that you really understand the concepts involved. Ask questions DURING rather than after class.

- There is no make-up exam. You are expected to take the exam during the scheduled class period.
- The grade of “F” will be awarded in the case of academic dishonesty, such as plagiarism, turning in work that is not your own, or cheating on the examination. You should turn in only YOUR work and are expected to write your own papers. They should NOT be just your ideas that someone else has written for you. Academic dishonesty in this regard will NOT be tolerated. When using Turnitin, you may submit several drafts, evaluate the report you receive each time, make appropriate corrections and then resubmit the final document to Turnitin to generate the final report. Hence, be mindful of academic honesty, proper citations, originality, as you develop your papers. The final Turnitin report, including the specific matches found and the percentage of matches, must be submitted with your written assignment. You should strive for no more than a 5% match. Instructions for using Turnitin are on our class BB site. Do NOT come to class while waiting for your documents to print or be processed on the due date. My deadlines are firm and all deliverables are due at the START of the class session, at the time the class is scheduled to begin. Late submissions of papers or Turnitin reports will receive one letter grade reduction. I have created a DUMMY assignment in the Turnitin site. You need to use this early in the semester to learn to use the Turnitin system. Submit a paper you have previously written and figure out how to generate the required reports. Do NOT wait until your reports are due – do this early so you can submit your assigned papers and generate the reports required by the deadlines given. Failure to do this will result in significant consequences for your grade in this class.

- To do well in this class, the rules are quite simple: read the assigned chapters, articles and cases and come to class ready to discuss what you have read, complete writing assignments honestly and by deadline and do well on the exam. I am here to help guide you in this process and want you to learn all there is to learn about working effectively in the organizations of the 21st century.

- TURNITIN CLASS ID = 14280070 TURNITIN PW = OrgB1

11. Student Grading Processes:

<table>
<thead>
<tr>
<th>Grading Scale for this Course:</th>
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</thead>
<tbody>
<tr>
<td>A   = 93 to 100</td>
</tr>
<tr>
<td>A-  = 90 through 92</td>
</tr>
<tr>
<td>B+  = 88 &amp; 89</td>
</tr>
<tr>
<td>B   = 83 through 87</td>
</tr>
<tr>
<td>B-  = 80 through 82</td>
</tr>
<tr>
<td>C+  = 78 &amp; 79</td>
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<tr>
<td>C   = 73-77</td>
</tr>
<tr>
<td>C-  = 70 through 72</td>
</tr>
<tr>
<td>F   = Below 70</td>
</tr>
</tbody>
</table>

| Structural Analysis | 10% |
| Workflow Resistance case | 15% |
| Symbolic Analysis | 10% |
| Participation | 25% |
| Personal mini-case | 25% |
| Exam | 15% |
| Total | 100% |

12. Available Support Services:

- Library Resources: [http://www.stthom.edu/library_research/index.aqf](http://www.stthom.edu/library_research/index.aqf)
- Learning and Writing Center in Crooker Center- see Content Area tutor schedule
- Workshop Schedule – see on our class Blackboard site

Doherty Library personnel will assist you to access online databases available to UST students. Crooker Center has a Writing and Learning Center Lab and Tutoring Center to assist in improving your writing skills and your class content knowledge. All graduate students in the Cameron School of Business (CSB) are enrolled in Blackboard based resource sites that include resources recommended by CSB faculty and librarians for CSB. If you do not have access to this site, please send an email to georgeb@stthom.edu.

The Cameron School of Business at University of St. Thomas

MISSION STATEMENT

Inspired by the Basilian Fathers’ motto of Goodness, Discipline and Knowledge, the Cameron School of Business provides a comprehensive, high quality, ethically oriented business education to a diverse student body enabling graduates to serve as leaders of faith and character in a global economy.

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Academic Honesty: Ethical conduct is essential to a community of scholars and students searching for truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual’s honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable.

Accommodations: The University of St. Thomas abides by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education "solely by reason of a handicap." If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crooker Center. Contact Rose Signorello at 713-525-3162.