The Cameron School of Business at University of St. Thomas

1. Course Information

Course Title: Organizational Behavior  Course number: 5322  Course Section: N
Credit Hours: 3  Prerequisite: MBA 5X07  Semester: Fall 18
Room #: Malloy 014  Days & Hours: Wednesday 7 to 9:45 PM

2. Instructor Information

Name: Sujin K. Horwitz, Ph.D. SPHR, SHRM-SCP  Office location: Welder #215B
Office phone: 713-525-2122 (Fax: 713-525-2110)  Office hours: Mon 1:30 to 3:00 PM and 4:30 to 7 PM, Wed, 1:30 to 3:00 PM, and 4:30 to 7 PM, Th, 12:30 to 3:30 PM, and by appointment
E-mail: horwits@stthom.edu (Best way to contact me).  In cases of emergency, call 713-525-2122
Where to leave assignments: Blackboard course site for MGMT 5352 as specified in the syllabus.

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 applicable 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.
- 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 (fulfills Goal 6).
- Apply OB theories and models to the analysis/evaluation of employees, workgroups, organizations, and their management (fulfills Program Goal 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 (fulfills Program Goal 1: Objectives 1 and 2 and Goal 2: Objectives 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 (fulfills Program Goal 6).

"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.

6. Texts, Readings, Materials

**Required text citation**: Organizational Behavior: UST Custom Edition (Horwitz, Pearson Pub)
**Required readings**: Articles and Cases (Assigned in class and available on BlackBoard)
**Recommended reading**: "The Elements of Style" by Strunk and White

7. Instructional methods: lecture, individual and group discussion, case analysis, and group project

8. Technology

1) Use of general productivity software (e.g., Microsoft Office) to complete assignments
2) Use of BlackBoard learning platform
3) Online research

9. Course Schedule: MBA 5322: OB
**The course schedule provided here is intended as a guide. Changes may be made if an opportunity for a guest speaker is presented or other changes to schedule are needed.**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Readings &amp; Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/24</td>
<td>Intro &amp; Ch. The Person and the Organization</td>
<td>Read Ch. The Person and the Organization</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Assignment</td>
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<tr>
<td>2</td>
<td>1/31</td>
<td>Ch. Listening and Reading Nonverbal Messages &amp; Preview of Teamwork</td>
<td>Read Ch. Listening and Reading Nonverbal Messages</td>
</tr>
<tr>
<td>3</td>
<td>2/7</td>
<td>Ch. Self-Awareness (SA) &amp; Ch. Personality and Values</td>
<td>Read Ch. SA, Ch. Personality and Values &amp; *Complete 4 assessments in Ch. Self-awareness: SAQ1, SAQ3, SAQ4, &amp; SAQ5, fill in &amp; submit the summary sheet on BB by 10 PM, 2/06</td>
</tr>
<tr>
<td>4</td>
<td>2/14</td>
<td>Ch. Emotions/ Moods [Goleman’s EQ Article Discussion]</td>
<td>Read Ch. Emotions and Moods and *<em>“Emotional Intelligence” Reflection paper due by 10 PM, 2/13</em></td>
</tr>
<tr>
<td>5</td>
<td>2/21</td>
<td>Ch. Motivation</td>
<td>Read Ch. Motivation</td>
</tr>
<tr>
<td>6</td>
<td>2/28</td>
<td>1. Sander Case: Team 1** 2. Engstrom Case: Team 2** &amp; Motivation Application</td>
<td>Read Sander Case, Engstrom Case &amp; Choose, Answer, &amp; Submit 1 question from each case by 10 PM, 2/27*</td>
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<tr>
<td>7</td>
<td>3/7</td>
<td>Mid-Term Exam</td>
<td>Study for the Mid-Term Exam</td>
</tr>
<tr>
<td>8</td>
<td>3/14</td>
<td>Spring Break</td>
<td>No Class</td>
</tr>
<tr>
<td>9</td>
<td>3/21</td>
<td>“Envy at Work” Discussion, Ch. Attitudes and Job Satisfaction</td>
<td>Read Ch. Attitudes/Job Satisfaction &amp; Ch. Conflict, *<em>“Envy at Work” reflection paper due by 10 PM, 3/20</em></td>
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<tr>
<td>10</td>
<td>3/28</td>
<td>Eisenhardt et al article Discussion, Ch. Working with teams &amp; Ch. Resolving Conflicts</td>
<td>Read Ch. Working with Teams &amp; Ch. Resolving Conflicts Eisenhardt et al article summary due by 10 PM, 3/27*</td>
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<tr>
<td>11</td>
<td>4/4</td>
<td>Ch. Power and Influence &amp; Ch. Leadership, “5 Messages for Leaders” Discussion 3. R. L. Wolfe Case: Team 3**</td>
<td>Read Ch. Power and Influence &amp; Ch. Leadership “5 Messages for Leaders” paper &amp; Wolfe Cases, 1 question due by 10 PM, 4/3*</td>
</tr>
<tr>
<td>12</td>
<td>4/11</td>
<td>Ch. Leadership [CQ Article Discussion]</td>
<td>Read Ch. Leadership, “CQ” paper due by 10 PM, 4/10*</td>
</tr>
<tr>
<td>13</td>
<td>4/18</td>
<td>Ch. Diversity Culture, 4. Green Case: Team 3** 5. Linden Case: Team 5**</td>
<td>Read Ch. Diversity/Culture, Green &amp; Linden Cases, Submit 1 question from each case by 10 PM, 4/17*</td>
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<tr>
<td>15</td>
<td>5/2</td>
<td>7. Rev. Brown Case: Team 7** 8. P &amp; G Case: Team 8, Contemporary OB Issues</td>
<td>Read Rev. Brown &amp; P &amp; G Cases, Submit 1 question from each case by 10 PM, 5/1</td>
</tr>
<tr>
<td>Final</td>
<td>5/9</td>
<td>Final Exam (7 to 9:30 p.m.)</td>
<td>Study for the Final</td>
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* indicates written assignments submitted to me via BB on the specified time and date.
** Your team should submit the case analysis (the final version) on both BB and Turitin.com by 5 p.m. on the day of your team’s presentation. Your team’s presentation materials should also be posted to BB by 5 p.m. for me to review. Thank you.

### 10. Course Policies

**It is required that everyone in class will:**

- Attend all class meetings, read assigned materials, and be ready to discuss the materials.
- Raise relevant questions and contribute relevant observations to the topic being discussed.
- Demonstrate awareness of appropriate interpersonal communication and sensitivity to others.
- Fully participate in group activities and discussions in class.
- A laptop computer is allowed in class as long as it is used for classroom activities
- Cell phones should be turned off or the ringer set to “silent” or “vibrating-mode” in class.

<sv>reasonable accommodations will be made for students with special needs. This syllabus is also available in alternative formats (please notify me in advance).</sv>

**A. Groups will be formed in the beginning of the semester to lead analysis and discussion of the assigned Harvard Business OB cases throughout the semester.** As an individual participating in a group project, you should aim to improve your discussion, presentation, teamwork, and analytical
skills while preparing for your group’s final case analysis. If you find yourself “stumped” over a particular issue related to the case, please contact me. In doing so, I will make time to assist you and your group. A case presentation should be about 20 to 25 minutes; however, please make sure to allow some time to discuss the case with the class. Power point slides are highly recommended to help audience follow your analysis and logic. There will also be a write-up of your case analysis. Please write a report detailing the information on your case analysis. The report must be typed, 12-point font, double-spaced, and 1” margins on all sides. Tables may be used when appropriate and proper citations should be done throughout the paper. Grammar and spelling should be thoroughly checked. The detailed team project evaluation criteria as well as the written assignment protocol are available on BB (Please refer to the Assignments folder on BB).

B. There will be brief and informal in-class discussions (20 minutes or so) of assigned articles led by an individual. Individual discussants will be either randomly assigned or volunteered and the article summary discussion dates are specified in the course schedule (please refer to 9. Course Schedule: MBA 5322: OB on pages 2 and 3). The same writing protocol is applied to individual written assignments as in group reports.

C. You are required to read chapters, cases, and articles diligently, not just those leading in-class discussions. Written assignments, such as SA exercise, reflection papers, and article summaries, should be submitted to me via BB’s Assignments one day prior to the scheduled discussion dates as specified in the course schedule. For your group case analysis report, your group can upload the report to BB on the day of your presentation; however, the report should be uploaded prior to the class. No late submission will be accepted. There will also be in-class exercises involving individual and group participation. If you do not complete these exercises due to absence and/or tardiness, your participation points will be negatively affected. Please note that the extent of your participation and responsiveness to individual discussants and groups will be 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.

D. Attendance will be recorded. Class attendance is considered essential to the educational process. It is, thus, important that you punctually attend all class sessions. I recognize that situations may arise to prevent a student from attending a class; in such cases, written notice (documentation) should be given to me in order to avoid grade penalty. Note that it is your responsibility to monitor absences and comply with the syllabus regarding assignments and readings.

E. There will be two exams: (1) mid-term and (2) final exam. The exams will consist of multiple choice questions, definitions of terms and concepts, essays, and mini-case analysis. The objective of these tests will be to assess the student’s knowledge of the topic areas covered in class and further identify particular strengths and weaknesses. The questions for the tests will be based on the lectures, textbook chapters, and assigned readings/cases discussed in class. No electronic devices, such as cell phone, tablets, and computers will be allowed during the exams. No make-up exams are allowed due to absence from class. However, in case of documented emergency, arrangements can be made prior to the exam date (48 hours prior to the exam date). Without documentation, there will be no make-up tests.

F. Small Tasks for Small Scores (3 Completed Activities = 3% of your grade) In order to (1) bolster the student’s performance in courses in the business school and (2) better prepare students for
their professions and careers after school, faculty in CSB set aside a small part of the total score in each course for small tasks/workshops. Each student is required to complete a minimum of three (three hours total) workshops. In doing so, CSB will provide numerous workshops for all students taking CSB courses (the complete list of workshops is available on BB). As can be seen in the list, the workshops are being offered by different academic support services on campus and the workshops on computer applications are being offered through an online provider www.lynda.com

- Workshops are being offered during the activity period and in the evening on weekdays in the Fall semester.
- Workshops are also being offered online via Lynda.com through the Houston Public Library.
- While the students have to complete a minimum number of workshops per semester, the same workshops could be used for various courses.
- Students need to attend a workshop lasting at least one hour to complete one activity. For instance, if a student decides to take a half hour session in a workshop, she/he then needs to take an additional half hour session on something else to complete one required activity.

G. The grade of “F” will be awarded in the case of academic dishonesty, such as plagiarism and cheating on the examination. It may also be given in cases where the student demonstrates no effort/preparation and obvious lack of participation. In this latter case, such students will have fair warning they are on this track and given the opportunity to improve, before "F" is awarded. This course is not designed to promote student failure; just the opposite, to promote student success. Therefore, to do well in this course, the formula is simple and straightforward: read assigned chapters, cases, and articles, come to class and be ready to discuss assigned readings, and do well on the exams.

11. Student Grading Processes:

15 pts = Assignments (SA Exercise & Articles) A: 100 points – 94 points
7 pts= Attendance and Participation A-: 93 points – 90 points
25 pts = Mid-Term Exam B+: 89 points – 87 points
35 pts = Final Exam B: 86 points – 84 points
15pts = HB Case (Group Project) B-: 83 points – 80 points
3 pts = Small Tasks for Small Scores C+: 79 points – 77 points
C: 76 points – 74 points
C-: 73 points – 70 points (**F: 69 or below)

12. Available Support Services:

1. Library Resources: http://www.stthom.edu/library_research/index.aqf

2. Tutorial Services Center (TSC): The Tutorial Services Center offers assistance to all current UST students in a variety of content areas, including academic subjects, general concepts, and writing skills. Tutors are available anytime the center is open. The TSC offers on-site tutoring, online tutoring, and tutorial workshops. Office hours and schedules can be found at http://www.stthom.edu/public/index.asp?page_ID=100289. Please contact the center at 713-525-3878 or tutoring@stthom.edu.
3. CSB Tutorials: The Cameron School of Business offers tutoring in business subjects. Please visit http://libguides.stthom.edu/cameron (under the “CSB Tutorial Services” tab) for the most current tutorial schedule and available subjects.

4. Information Technology Services: The UST IT Solution Center offers assistance with technical issues related to general computer issues, software, email, passwords, MyStThom, and blackboard. Manuals, contact information, and discounted software and hardware purchase information may be found at http://www.stthom.edu/Offices_and_Services/Information_Technology/Index.aqf.

**Please note that students are encouraged to consult with tutors at the Tutorial Services Center when completing assignments for this course. Based on the instructor's assessment of the student's work, the student may be required to work with the tutors at the Center to improve the student's skills.**

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**The Cameron School of Business**

**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.

**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.

The tests/exams will be individual efforts. Student may work together on homework assignments, but must submit their own assignments.

The penalty for an incident of academic dishonesty is, at the discretion of the professor, either a mark of zero for the work in question or the grade of F for the course.

**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 Debby Jones or Rose Signorello at 713-525-6953 or 713-525-3162. Any student with a documented disability needing academic adjustments or accommodations is requested to speak with me during the first two weeks of class. All discussions will remain confidential.