This course introduces you to concepts and processes that are relevant to life within organizations. Individual, group, and organizational level topics are covered, including motivation, leadership, power, and organization change. We will discuss theories of organizational behavior and apply them to the workplace. This course is designed for you to think about management/employee relations and how to work toward creating effective organizations.

Course Goals: At the end of this course, you should know how to analyze organization dynamics, know what factors to attend to when conducting such an analysis, diagnose why problems exist, and create appropriate remedies to the problems you have identified. In doing so, you will become a more effective manager and contribute to organizational effectiveness.

Learning Objectives: By the conclusion of this course, students will:

- Understand basic concepts and theories of organizational behavior
- Know how to apply organizational behavior concepts to analyze situations in organizations
- Be able to diagnose and remedy problems with organizations as they relate to employee motivation, leadership, group dynamics, and organizational change.

Readings: The readings come from several sources. Most weeks there is reading in the customized text book (referred to as M-H). This book is available in the campus bookstore. The assigned articles can be downloaded via the library website, except for “The Smile Factory” which will be posted on MyGateway.

To access journal articles, follow these steps:
On the UMSL website, click on Libraries
Click on “Journals by Title” tab
Type in name of desired journal – e.g. Harvard Business Review
Click on the database that contains the volume/issue you want, depending on the publication date of the article you are looking for-e.g. Business Source Premier
Click on the year you want
Click on the issue # you want
Find the article from the table of contents and click on PDF full text

Cases: During the semester we will discuss four cases in class (excluding Mt. Everest – final case): “Jonah Creighton,” “Erik Peterson (A),” “Iggy’s Bread of the World,” and “Donna
Dubinsky.” These are for purchase in the bookstore. All cases should be read before coming to class. For each case, a set of questions will be posted on the corresponding module page on MyGateway. Each student is responsible for answering the questions for two out of the four cases – i.e. you will turn in a written assignment and receive a grade for the two cases you select. The assignment must be handed in at the beginning of the class in which the case is discussed. Participation in all of the case discussions will be reflected in your participation grade. No hand-written, late, emailed, or make-up assignments will be accepted.

Case assignments are graded based on the following criteria:
- **Comprehensiveness**: all the critical elements/items to address the question are identified.
- **Justification**: provides excellent justification for elements/items identified, using evidence from the case to support your assertions.
- **Integrates relevant OB concepts**: identifies and integrates relevant concepts from the readings/lectures to address the assigned question. Your written explanation illustrates your understanding of the concepts and their applications.
- **Writing**: Uses correct grammar and spelling. Ideas are conveyed clearly.

**Final Case.** In addition to the four cases discussed above, there is a final written case assignment – Mt. Everest. Halfway through the semester, students will be asked to form small teams. Each team will jointly analyze the case and will turn in one written case analysis. The case is due on **April 26** and will be discussed during class that night.

The grade you receive on the case assignment is a team grade – everyone on the team receives the same grade for the content (90% of the assignment’s grade.) As with teams, you are mutually responsible for the work of the group. This means that if any part of the analysis and write-up is deemed unacceptable (e.g. because of academic misconduct), each person on the team will receive a zero for the assignment. You need to make sure each person’s contribution to the paper is proper/good scholarship.

To make this a worthwhile experience, it is my hope that you will integrate your new knowledge about groups and teams into the way you “run” your team. However, if a team is having trouble, please let me know. To deter social loafing, you will be given the opportunity to assess each person’s contribution to the team. This assessment will be incorporated into your grade for the assignment (worth 10% of the assignment’s grade.)

**Exams:** There are 2 exams. The first exam is scheduled for **March 1**. The second exam is scheduled for **May 3**. Exams cover material from class and from the readings. Make up exams will be given only in the case of an emergency and must be arranged prior to the exam.

**Participation:** Your participation in class discussions and exercises is expected. It will make the class more interesting and you will become part of the learning process. It is also a good way to relate class topics to your experiences in organizations. To provide the proper incentive, you will be awarded points toward your final grade based on the quality of your participation. To deter inappropriate behavior in groups, including but not limited to social loafing, participation grades may be negatively affected by unacceptable behavior. Repeated absence, tardiness, and
other types of disruptive/disrespectful behavior in class (e.g. texting, using cell phones, checking email) will also negatively affect participation grades.

**Grading:**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Exam 1</td>
<td>22.5%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>22.5%</td>
</tr>
<tr>
<td>2 Cases write-ups</td>
<td>15% (7.5% each)</td>
</tr>
<tr>
<td>Mt Everest Case</td>
<td>25%</td>
</tr>
<tr>
<td>Participation</td>
<td>15%</td>
</tr>
</tbody>
</table>

Some assignments will be given a letter grade (e.g. cases) and some will be graded with numbers (e.g. exams). At the end of the semester, your course grade will be a weighted average of your scores on all assignments, including participation.

In computing the weighted average, your letter grades will be converted to a number score as follows: A = 95, A- = 92, B+ = 88, B = 85, B- = 82, C+ = 78, C = 75, etc.

Once the weighted average is computed, letter grades for the course will be assigned for points earned, as follows:
- A = 93 - 100 points
- A- = 90 - 92.9
- B+ = 87 - 89.9
- B = 83 – 86.9
- B- = 80 – 82.9
- C+ = 77 – 79.9
- C = 73 – 76.9
- C- = 70 – 72.9

(According to Graduate School policies, graduate students cannot receive grades of A+ or D).

**Academic misconduct, including but not limited to using other people’s work through cheating or plagiarism, is prohibited.**

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**Course Outline and Assignments**

Jan 19

**Introduction** - What is OB?

M-H, Ch.1
Jan 26  Culture  
M-H, Ch. 14, pp.32-58.


Case: “Jonah Creighton.” Harvard Business School – to be discussed in class

Optional:  

Feb 2  Motivation  
M-H, Ch. 6, pp.60-86.


Feb 9  Motivation  
M-H, Ch. 7, pp.88-110.

Optional:  

Feb 16  Leadership  
M-H, Ch. 16, pp.112-145.


Case: “Erik Peterson (A)” Harvard Business School – to be discussed in class

Optional:  


Feb 23 **Groups/Teams**

M-H, Ch. 8, pp. 146-179.


Optional:


Mar 1 **Exam 1**

Mar 8 **Managing Organizational Change**

M-H, Ch.16, pp. 180-207.


Optional:


Mar 15 **Managing Organizational Change**

Case: “Iggy’s Bread of the World” Harvard Business School – to be discussed in class
Optional:


Mar 22  A Cross-sector conversation about Leading and Change in Organizations
Guest Speakers:
Charlie Hoffman, Dean, College of Business Administration, UMSL
Vince Schoemehl, former Mayor of St. Louis, former President/CEO of Grand Center Inc.

Mar 29  Spring Break

April 5  Power
M-H, Ch.10, pp.208-235.


Case: “Donna Dubinsky and Apple Computer” Harvard Business School – to be discussed in class.

Optional:


Apr 12  Decision Making
M-H, Ch. 10, pp.236-268.

April 19  **Negotiation**

*Optional:*


Apr 26  **Final Case Due** – “Mt.Everest – 1996” – to be discussed in class

May 3  **Exam 2**