Course Syllabus

Course Title: Organizational Behavior

Course Number: MBA 510

Term and Dates: Fall II Term, 2009, 11/9/09-12/13/09

Instructor: Pam DeLotell

Contact: Email outside Course Mail: pam.delotell@gmail.com
Phone Contact: 805.579.3801

Course Description:

During this course, students will develop an understanding of the fundamentals of organizational behavior from a theoretical, personal, and practical perspective with a special emphasis upon individual, group, and corporate culture and behavior. Special topics include group and individual behaviors, change management and organizational cultures as they apply to diverse, multicultural, and global environments.

Course Credits: 4

Textbook and Materials Required:


Note: Additional required resources (articles, case studies) available online; see Course Content or Course Materials pages in course site.
**Program Learning Outcomes**

Students completing the Master of Business Administration degree will be able to:

- Demonstrate knowledge and understanding of current trends and interrelations in key business areas, including accounting, finance, law, organizational behavior, marketing, statistics, and strategy.

- Demonstrate critical thinking, quantitative analysis, writing, presentation, and collaboration skills appropriate for business leadership and graduate-level coursework.

- Develop and apply an ethical framework to executive decision making and organizational leadership.

- Analyze the domestic and global business environments, including their economic, legal, cultural, and ethical contexts.

- Understand emerging business concepts, information technology, and management trends.

- Apply and integrate course knowledge, business skills, and work experience in a capstone project.

- Develop a personalized portfolio of professional-quality management tools.

**Course Learning Outcomes**

Upon completion of the course, you will be able to:

- Incorporate and apply the predominant organizational behavior theories to individual organizations and groups.

- Model sound knowledge and behaviors associated with the interrelationships among individual and groups, employees, management, leaders, stakeholders, and clients.

- Evaluate and discuss the common and unique characteristics of different types of team and individual behaviors displayed in the organizational environment.

- Compare and contrast effective communication and strategic planning techniques.

- Devise and argue specific strategic planning techniques for effective organizational behavior.

- Critique case studies and articles to identify effective and ineffective organizational behaviors.

- Integrate and analyze the impact of the quality movement upon organizational behavior.

- Devise and implement specific strategic insight measures regarding effective, ineffective and pathological organizations.

- Integrate and apply insight relative to global and multicultural management and organization behavior.

- Analyze and provide examples of the impact of modern workforce diversity, including multi-generational and multi-cultural issues upon organizational behavior.

- Formulate and construct effective measures for organizational improvement based upon a sound knowledge and incorporation of organizational culture, behavior, structure and communication in individual and collaborative activities.

**Extended Course Description:**

“Leadership is action, not position.”

*Donald H. McGannon*

“Leadership is the ability to get men to do what they don’t want to do and like it.”

*Harry S. Truman*

Welcome to MBA510! Organizational Behavior is the second class of your MBA program and it is comprised of the theories, structure, behaviors and people that encompass business practice in today’s diverse society. The learning outcomes for this class are linked to individual assignments, online exercises, discussions, and group work.
The first week of MBA510 is an overview of organizational theory (i.e., theories X and Y, the Hawthorne Effect) and an opportunity for you to reflect upon your own personal experience and knowledge of organizations in light of these theories. Week 2 will concentrate on the structure of organizations (i.e., teams and teamwork, TQM, Six-Sigma). Week 3 focuses on Change Management (i.e., communication and strategic planning) and Week 4 focuses on what makes an organization effective (i.e., ethics, legal ramifications). Finally, in Week 5 we will concentrate upon Organizational Culture (i.e., globalization, diversity, multicultural organizations) with a special emphasis upon the Marylhurst MBA specializations: General business, real estate, non-profit and healthcare.

This five-week class will focus on:

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<th>Week</th>
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<td>Week 1</td>
<td>Organizational Behavior Theories</td>
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<td>Week 2</td>
<td>Organizational Structure</td>
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<td>Week 3</td>
<td>Change Management</td>
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<td>Week 4</td>
<td>Effective and Ineffective Organizations</td>
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<tr>
<td>Week 5</td>
<td>Organizational Culture: with application to general business, real estate, healthcare and non-profit organizations</td>
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NOTE: Throughout your MBA program you will be acquiring new knowledge that will enable you to develop sound business skills such as financial, legal, ethical, leadership, and organizational behavior competencies. You may notice that some of the assessments and discussions in this class are linked to your other program courses. This has been planned deliberately to help you visualize the connections between these different courses and how they relate to each other to build a solid baseline for sound business practice.

The Accelerated MBA program here at Marylhurst University is divided into several different tracts or specialty areas. These areas are: general business, not-for-profit, health care, and real estate concentrations. As you move through your program courses, keep in mind the application of your new knowledge to an organization or organizations in your chosen specialty area. For example, as you work through MBA518 (Business Law for Managers), consider how the key concepts and principles can be applied to an organization in your concentration such as Motorola (general business), Habitat for Humanity (not-for-profit), the Providence Health System (health care), or Coldwell Banker Real Estate Corporation (real estate).

About the Instructor

Welcome to MBA 510! My name is Pam DeLotell and I will be your professor! I live in Simi Valley, California (yes, yes, they buried Reagan here, and we can all feel the ground shake every time a Democrat wins in the Senate), and I will be your instructor! I'm a third generation Southern Californian, which is quite rare by California standards, and was originally born and raised in La Canada-Flintridge, CA.

I've been in Academic Administration for over 25 years, including several senior management positions for large, publicly-held education companies. I most recently directed the online continuing education enterprise for one of these companies. I now limit myself to teaching online and consulting. I'm currently consulting with a company out of Australia, which has been an interesting journey given the time...
differences! I strongly believe in a liberal arts education (the kind you are getting when you take this class) and I applaud each and every one of you for being here!

I lived in St. Louis, MO for 15 years, having moved there to take a position as a higher education consultant and an Associate Professor of Management at a private university. I've also been Director of Financial Aid, Director of HR Programs, Faculty Mentor and the Director of Online Programs for various schools. I have 25 years of management experience, mostly at the senior level. I currently teach for several online universities, and run my own higher education consulting business which specializes in online venues. I'm thrilled to be back home in California, and don't ever plan to move again, unless California sinks into the ocean, in which case Arizona is looking pretty good as beachfront property!

I received my undergraduate degree in Political Science with a Business and English minor from Loyola Marymount University, and my MBA from Lindenwood University. I am also currently working on my Ph.D. in Business with a focus on organizational leadership.

In my spare time, I love to golf, go to the beach, swim, and do absolutely anything that is outdoors (thus the reason I'm paying 8 bazillion dollars to live in California). I have a 7 year old lab, and a 5 year old lab mix who will no doubt turn every hair in my head gray before she grows up, although she did take first place in her dog training class and is now in the advanced class! Wish me luck!

So, again, welcome to class, and I'm looking forward to "cyber" meeting each of you!

__________________________________________________________________________

TEACHING PHILOSOPHY AND METHODOLOGY

Teaching and learning in the Accelerated Online Programs at Marylhurst focuses on knowledge or content areas which are current and relevant, on interaction among instructors and students, and on feedback and evaluation to affirm and challenge students to further understanding.

This approach generally comes out of a belief that learners actively construct their own understanding and knowledge of the world through personal experience and reflecting on those experiences. As learners encounter new information and experiences, they must reconcile them with past understandings. Sometimes that reconciliation involves changing what was believed or even discarding the new information as irrelevant or out of sync.

All of us as learners must ask questions, explore, assess what we know, and actively reflect on our learning. In this view, learners are not the “empty containers” to be filled with new knowledge, but rather participants who must be actively engaged in the process to maximize learning.

This course is planned to provide access to new knowledge and experience, and a safe environment in which to think, share, change, and reassess current knowledge. Critical thinking skills and the ability to express thoughts and questions are central, as are respectful listening and sharing to all involved in the course discussions.

__________________________________________________________________________

ASSESSMENT AND EVALUATION

Discussion Board Expectations and Assessment:
The discussion boards are our virtual classroom. They also serve as evidence of your attendance and participation. Throughout this class and the Marylhurst AOP program, you are expected to treat each other and your instructor with respect. Everyone will be given an opportunity to take compelling positions on issues and topics, persuade others with appropriate rationale, and identify alternative perspectives while maintaining positive, productive, and professional discussion environments. These are key skills for lifelong business success.

Your discussion board postings will be evaluated in the areas of completeness, timeliness, quantity, quality and clarity as detailed in this document. These criteria will show the minimum standards for receiving a passing grade of C.

**Evaluation Criteria for Discussion Board Participation:**

**Quality:** Postings should reflect a strong understanding of the topic and should include substantive ideas supported by course readings, personal experience or additional research. Posts should extend or deepen discussion in a relevant way.

**Timeliness:** Initial responses to the DQ are made early in the discussion period. Replies to fellow students are presented in a timely manner to allow for robust discussion and reflection. Must meet deadlines to receive credit.

**Visibility:** Actively involved 4-5 days per week.

**Quantity:** Post a first response to the DQ plus a minimum of 3 additional discussion responses to classmates for a passing grade. Responses must be posted over several days.

**Readability:** Posts are visually attractive and understandable to your readers, e.g. break text into paragraphs, space between paragraphs.

**Clarity:** Ideas are communicated in clear, grammatical English. Goal of post writing is business writing that is clear, concise, direct and professional.

**Due Dates and Deadlines:**
Refer to specific assignment directions for deadline information. Papers or projects must be submitted to Drop Boxes by midnight in your time zone. Late assignments will receive reduced credit at the instructor’s discretion.

When emergencies arise, contact your instructor as soon as possible to discuss options. Extensions and alternatives are given at the instructor’s discretion.

Your final grade will be determined using the Marylhurst University Grading Scale:

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<th>Grade</th>
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<tr>
<td>A</td>
<td>950 to 1000</td>
<td>C+</td>
<td>775 to 799</td>
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### Grading Components

<table>
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<th>Grading Components</th>
<th>Possible Points</th>
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<tr>
<td>Discussion Assignments</td>
<td>300</td>
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<td>Papers (2)</td>
<td>200</td>
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<td>Research Paper</td>
<td>300</td>
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<td>Case Study (Team):</td>
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<td><strong>TOTAL</strong></td>
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**FINDING YOUR GRADES:** To see your grades for each assignment, in Angel go to Reports, then select the category “Grades.”
# COURSE SCHEDULE & ASSIGNMENTS

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Readings and Assignments</th>
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| 1    | Incorporate and apply the predominant organizational behavior theories. | **Readings:**  
Course Syllabus  
Kinicki & Kreitner (2008): Organizational behavior: Key concepts, skills and best practices. Read:  
Chapter 1  
Chapter 7: pp. 174-185  
Chapter 14: pp. 347-365  
**Articles (required):**  
**Articles (FYI: supplementary):**  
**Assignments:**  
- Teams are divided into four groups according to numbers and are comprised of the first four (4) students who sign up for each team  
- Select your team color and sign up for your team  
- The team project is due in Week 4  
During Week 1 you will select an organization to study for your assignments. Please be sure to select an organization that has sufficient material that you can research for your
Model sound knowledge and behaviors associated with the interrelationships among individual and groups, employees, management, leaders, stakeholders, and clients.

Evaluate and discuss the common and unique characteristics of different types of team and individual behaviors displayed in the organizational environment.

Integrate and analyze the impact of the quality movement upon organizational behavior.

**Readings:**

Kinicki & Kreitner (2008). Read:

Chapter 5
Chapter 6
Chapter 7: pp. 186-192
Chapter 9

**Articles (required): none**

**Articles (FYI: supplementary):**


**Assignments:**

Team Case Study: Begin your research on WorldCom for your Team Week 4 assignment. Be sure to use at least 3 primary academic resources for your paper. [see note on Appropriate Academic Resources on page 8 of this syllabus].

Begin working in your teams on the assignment for Week 4.

INDIVIDUAL: Complete the Organizational
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<th>Day</th>
<th>Activity</th>
<th>Readings:</th>
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<td>3</td>
<td><strong>Structure Assessment</strong> assignment. Submit to the Week 2 Assignment Dropbox by midnight Pacific time on Sunday, Day 7 of Week 2. DQ #1 Initial Response due Day 2, Tuesday DQ #2 Initial Response due Day 4, Thursday</td>
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<td>4</td>
<td>Critique case studies and articles to identify effective and ineffective organizational behavior.</td>
<td><strong>Assignments:</strong> Continue to work in your team on your Week 4 assignment. INDIVIDUAL: Complete the Change Management Assessment assignment. Submit to the Week 3 Assignment Drop-box by midnight Pacific time on Sunday, Day 7 of Week 3. DQ #1 Initial Response due Day 2, Tuesday DQ #2 Initial Response due Day 4, Thursday</td>
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behaviors.
Devise and demonstrate strategic insight measures regarding effective, ineffective and pathological organizations.
Formulate and construct effective measures for organizational improvement based upon a sound knowledge and incorporation of organizational culture, structure, and communication in individual and collaborative activities.

Chapter 10
Chapter 11
Chapter 15

Articles (required):

Articles (FYI: supplementary):

Assignments:
TEAM: Complete your Team Case Study Analysis assignment and submit it to the Week 4 Dropbox by Midnight PST on Sunday, Day 7.
DQ #1 Initial Response due Day 2, Tuesday
DQ #2 Initial Response due Day 4, Thursday

Integrate and apply insight relative to global and multicultural management and organization behavior.
Analyze and provide examples of the impact of modern workforce diversity, including multi-generational and multicultural issues upon organizational behavior.
Formulate and construct

Readings:
Kinicki & Kreitner (2008). Read: Chapter 2
Chapter 3
Chapter 4

Articles (required):
effective measures for organizational improvement based upon a sound knowledge and incorporation of organizational culture, structure and collaborative activities.


**Articles (FYI: supplementary):**


**Assignments:**

INDIVIDUAL: Complete the **Organizational Culture Analysis** assignment. Submit to the Week 5 Assignment Drop-box by midnight Pacific time on Sunday, Day 7 of Week 5.

DQ #1 Initial Response due Day 2, Tuesday

DQ #2 Initial Response due Day 4, Thursday

Complete Student Evaluation

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**ASSIGNMENTS**

See Lessons or Weekly folders in course site for full Assignment details.

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**CALENDAR**

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<tr>
<th>MBA510 Organizational Behavior</th>
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<td><strong>Mon</strong></td>
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**Week 2**

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MARYLHURST UNIVERSITY WRITING STANDARDS

Writing is one of the central activities through which students learn, communicate, and demonstrate learning. Academic writing differs from other forms of writing in that it usually:

- is appropriately narrow in focus,
- presents an argument based on sound critical thinking,
- draws upon and properly acknowledges the work of others, and
- presents new understanding in an organized fashion.

Unless otherwise indicated by the instructor, all writing in Marylhurst University classes, from electronic bulletin boards, to personal essays, to formal research papers, will be evaluated on the basis of Standard American English, quality, creativity, effectiveness of argumentation and reasoning, and accuracy of information. Documentation Style: Any information not original to the student must be cited in APA format.
**Preventing Plagiarism:** Plagiarism is a form of academic dishonesty that occurs when a student uses information or material from outside sources without proper citation. Plagiarism is grounds for disciplinary action at Marylhurst. It is a student's responsibility to understand plagiarism and its consequences. Students should consult their instructor, their department chair, the Writing Center, or staff at Shoehn Library if they have any questions about preventing plagiarism. Plagiarism occurs if:

1. The student doesn’t cite quotations and/or attribute borrowed ideas.
2. The student fails to enclose borrowed language in quotation marks.
3. The student doesn’t write summaries and paraphrases in his/her own words and/or doesn’t document his/her source.
4. The student turns in work created by another person (e.g., another student, downloaded from the internet, etc.).

Students who submit or use their own prior work for a current course or work from one current course in another course without express permission from their professors may also be guilty of academic dishonesty.

Consequences: If it is determined that a student has plagiarized or engaged in other forms of academic dishonesty, the student will likely fail the assignment and possibly the course, despite points earned through other work. The Vice President for Academic Affairs reviews acts of academic dishonesty for disciplinary action. **Engaging in plagiarism and other forms of academic dishonesty can result in dismissal from the University.** For additional information, see “Academic Honesty” in the current Marylhurst Catalog and “Conduct Code” in the Student Handbook.

**Writing Resources:** Marylhurst’s undergraduate program has adopted a writing handbook, Diana Hacker’s A Writer’s Reference, 5th Edition, to help students develop their writing skills. The handbook can be accessed online at [http://dianahacker.com/writersref/](http://dianahacker.com/writersref/) or is available in the Marylhurst bookstore.

**Marylhurst Writing Center:** Online writing assistance is available. You may email written drafts to [writing@marylhurst.edu](mailto:writing@marylhurst.edu). To view the procedure for online submission, visit: [http://www.marylhurst.edu/student/resources/writingcenter.html](http://www.marylhurst.edu/student/resources/writingcenter.html)

**Student Rights and Responsibilities:** All members of the Marylhurst community are expected to act in ways that foster the university’s primary function of education. Conduct that interferes with this educational responsibility will be dealt with directly.

Please refer to the Marylhurst University Student Handbook, for specific information about student rights and responsibilities, as well as the policies and procedures. The Handbook is available online at: [http://www.marylhurst.edu/studentresources/studenthandbook.php](http://www.marylhurst.edu/studentresources/studenthandbook.php)

For further information contact the Director of Admissions at 503.636.8141, ext. 3325.

**Need for Accommodation:** Students who experience disabilities are encouraged to contact the Coordinator of Disability and Student Services at 503.636.8141, ext. 3344; TTY 503.699.6301; or email [adaservices@marylhurst.edu](mailto:adaservices@marylhurst.edu) for assistance in requesting classroom accommodations.

*Updated 10/9/2009*