BUS 510: Managerial and Organizational Behavior
Fall Semester 2024
Syllabus Version 3

Time of class: Tuesdays 6:30 – 9:30 pm
Location of class: Bell Tower 1684

Professor: Dylan Cooper, PhD
Office: Martin V. Smith Hall Room 2104
Email: dylan.cooper@csuci.edu
Office hours: Tues and Thurs 3 - 4 pm. These times are subject to
                         change. Check link for available appointment times:
                         https://calendly.com/dylan-ci/class-office-hours-30-min.

COURSE DESCRIPTION

Develops the managerial skills that affect individual and group performance in
organizations. Topics include managerial communication, team-building, negotiation,
conflict resolution, and intercultural management.

Prerequisites: admittance to the MBA program

STUDENT LEARNING OBJECTIVES

After successfully completing this class, students will be able to:
1. Communicate, orally and in written form, their views concerning business issues.
   (1, 5)
2. Demonstrate group leadership skills in leading teams and analysis of business
   issues. (1, 2, 6)
3. Write analytical reports that summarize complex business issues. (1, 2, 4)
4. Orally present succinct summaries of recommendations to address ambiguous
   business and organizational situations. (1, 2)

*Program Learning Goals:
1. Demonstrate high proficiency in critical thinking, oral and written
   communication, personal ethical conduct and collaboration skills.
2. Demonstrate orally and in writing analytical and integrative skills in making
   business decisions.
3. Demonstrate an understanding of the global operating environment of business.
4. Produce written innovative and integrative business plans, including plans that
   adapt to uncertain and unpredictable environments.
5. Demonstrate an understanding of relevant disciplines.
6. Demonstrate leadership skills in a variety of situations and settings.

COURSE OUTLINE

Class Day	Topic	Major Assignment
W1: Aug 27	Introduction	
Individuals at Work		
W2: Sep 3	Individual Differences	
W3: Sep 10	Work Attitudes	
W4: Sep 17	Diversity	Case analysis #1
W5: Sep 24	CWB & OCB	
Managing Individuals		
W6: Oct 1	Motivation	Case analysis #2
W7: Oct 8	Organizational Justice	
W8: Oct 15	Leadership	
Groups at Work		
W9: Oct 22	Communication	Case analysis #3
W10: Oct 29	Groups and Teams	
W11: Nov 5	Power and Politics	
Organizational Influences		
W12: Nov 12	Organizational Culture	Leadership reflection
W13: Nov 19	Organizational Structure	
W14: Nov 26	Organizational Change Management	
Summary		
W15: Dec 3	Student project presentations	
W16: Dec 10	Student project presentations	Written project

All items and dates on this syllabus are subject to change at my discretion. Because this is the first time that I have taught BUS 510, changes are more likely than is typical.

HOW THE CLASS WILL WORK

Class meetings will be a combination of lecture, discussion, and activities. You are expected to have completed any assigned reading, videos, etc. before the class starts and to participate in all discussions and activities.

My primary role as the instructor of the class will be to explain management theories and concepts from the academic study of managerial and organizational behavior. Your primary role as a student will be to think about how those theories and concepts apply to your work experience, hopes, and dreams.

TEXTBOOK AND OTHER SOURCES OF INFORMATION

This class has NO REQUIRED textbook. Instead, I will assign readings from online textbooks, videos, LinkedIn Learning courses, etc. for each topic. You may need to buy a few business cases (~$5 each) for the class.

For topics that interest you and/or you intend to use in your assignments, I suggest finding additional information. Example sources include the *Harvard Business Review*, *MIT Sloan Management Review*, and academic journals. I also have two recommended textbooks:

- *Organizational Behavior* by Stephen Robbins and Timothy Judge. This is the standard organizational behavior textbook used in hundreds of university classes around the world. It contains good information based on academic research. It is somewhat dry reading.
- *Organizational Behavior: A Critical-Thinking Approach* by Christopher Neck, Jeffery Houghton, and Emma Murray. This book contains less detail than the Robbins and Judge textbook, but it is more fun to read and easier to understand.

These are on hold at the CSUCI library. If you can find one of these cheap, it would be worth getting it because it would give you a place to look up this information both during our semester together and later in your career.

Finally, here are links to two free textbooks:
- https://openstax.org/details/books/organizational-behavior
- https://saylordotorg.github.io/text_organizational-behavior-v1.1/index.html

OFFICE HOURS

Office hours are times that I have set aside during the week to meet with YOU and talk about whatever you want. These times are for specifically for students, so coming is never an intrusion. <u>I am happy when you come to my office hours. I want to get to know you.</u>

Visiting office hours is a great way to increase your learning. You can ask about things you didn't understand from class (which, admit it, we all have), get feedback on

assignments, discuss topics you didn't want to bring up in class, or talk about anything else. Taking advantage of office hours is a valuable way to get more out of your MBA.

The times of my office hours and the URL for making appointments are at the top of the syllabus.

GRADES

Your performance will be evaluated with several assignments, each weighted as shown below. Also, **check the class attendance policy below.**

Case analyses (3)	30%
Personal leadership reflection	20%
Project: written	35%
Project: presentation	5%
Class Participation	10%
Total	100%

Grades will be assigned according to the following scale:

90.00 – 100% = A
87.00 – 89.99% = B+   83.00 – 86.99% = B   80.00 – 82.99% = B-
77.00 – 79.99% = C+   73.00 – 76.99% = C   70.00 – 72.99% = C-
60.00 – 69.99% = D

Case analyses. Using concepts from class, analyze a business situation.

Personal leadership reflection. Reflection on leadership skills and traits developed so far, along with areas and methods for future development. It is important to reference topics from class. Realistic plans and specific goals will be helpful.

Project. Describe a real-life problem from your job and present a solution. This will be a written essay with a presentation It is important to use concepts from Managerial and Organizational Behavior throughout the project. The final result should be something you could give to people in the organization. If they read it, they should get the impression that you thought about the issue, you know what you are talking about, and you can back up your ideas with relevant concepts and research.

Class Participation. This part of your grade will be based on the quality and quantity of your participation in classroom discussions and active participation in class activities. All students are expected to be prepared and willing to discuss topics in class. Quality participation also includes listening to what others in the class say and responding thoughtfully to their comments. On some days I may randomly call on students. Often, I will ask students to explain their answers to questions. Remember that attendance is not participation.

I think participation is important for at least three reasons. First, it makes the class more interesting and valuable for you and the rest of us. Speaking keeps you engaged with what is going on and hearing how other people respond to your comments allows you to understand your own ideas better. Second, it helps you develop your ability to express ideas clearly. This is a skill that requires practice. Speaking my ideas out loud often helps me define what I really mean; until I put the idea into words, I often do not realize that I only half understand my own idea. Third, employees who communicate their ideas with their supervisors and work teams are often seen as more valuable employees, leading to better assignments, promotions, raises, etc. I would like you to practice the skills that will help you be one of these employees. Start by concentrating on making sure that you contribute something. You do not have to worry about it being the world's greatest comment, just start out by saying something. I keep track of who speaks each day and, when applicable, that they had a particularly insightful comment.

If you are strongly introverted, please mention this to me in person or by email. We may be able to develop an alternative for earning participation points.

Take a look at the participation rubric on CI Learn.

Class Attendance. Class attendance will not be graded. However, if you miss more than 4 classes, which is 25% of our meetings, **you will automatically fail the class**. Much of what you learn in MBA classes is the result of discussing ideas with other students. If you are not in class, this does not happen.

Late Assignments. I will accept most assignments up to one week late. There will be a one letter grade late penalty. Assignments more than one week late will not be accepted. If you know in advance that you will not be able to complete an assignment on time, talk to me about getting an extension.

Writing. The expected standard of writing is that of a graduate-level class. Students should have already achieved correct grammar and punctuation skills. Those who have not are encouraged to ask for help from campus resources, such as the WMC described below. Grammarly, MS Word's grammar and spelling check, and generative AI tools can all be useful as well. Poor writing will count against your assignment's grade. References must be APA style.

USE OF GENERATIVE AI

We will discuss the use of generative Artificial Intelligence (AI) programs like ChatGPT in class. In general, you are allowed to use AI for assignments with some caveats:
- You must add a note identifying which AI application(s) you used, e.g., ChatGPT or CoPilot. In this note, explain each different task that you used AI for and how you used it for that task. Make sure to explain the input you gave the AI and how you modified its output.

- You must save and submit the conversation that you had with the AI tool while working on the assignment. The two easiest ways to save the conversation in ChatGPT are to use the ChatGPT Chat SAVE Chrome extension (https://chromewebstore.google.com/detail/chatgpt-chat-save) or to use the browser print function to save the conversation to a PDF (https://contentatscale.ai/blog/how-to-save-chatgpt-conversation/).
- Keep in mind that AI tools often create false information. It is your responsibility to double-check all information created by AI tools.
- AI tools often create very bad writing style. I strongly suggest editing all output from AI tools to make it sound more like you and less generic.
- Finally, you may NOT use AI when asked to provide personal examples, define a concept in your own words, or give an opinion. The point of those questions is for you to think about how the topic applies to your own life, but AI applications do not know you.

COURSE WEBSITE AND EMAIL

I will use the CI Learn website (aka Canvas) to post announcements, assignments, readings, grades, class notes, and additional information. You should regularly check CI Learn (or set up alerts) so you don't miss anything important. You can access it through *my*CI, www.myci.csuci.edu.

I will also send you email, through CI Learn and my own CI account. Email to me must be sent from CI Learn or your CI email account, so that I know that it came from you. Please do not use a private email account (e.g., Gmail). This allows me to maintain your privacy and conform to federal laws protecting your rights as a student. I strongly suggest checking your CSUCI email several times a day. I have it set up in my phone to alert me whenever I receive an email.

WRITING & MULTILITERACY CENTER

The Writing and Multiliteracy Center (WMC) provides all CI students with FREE support services and programs that help them become more effective writers and communicators. Peer tutors help students on a range of assignments at any stage of the composition process in all disciplines. Students visit the WMC with assignments such as expository essays, literature review, lab reports, marketing reports, legislative testimonials, oral presentations, research posters, short video projects, and many more. Students are welcome to bring in other types of non-academic work such as resumes, letters of application, and personal statements for graduate school applications. Make an appointment, or drop by our Virtual WMC to ask questions or see if a tutor is available. To learn more or see our additional resources for writers and presenters, visit us at http://www.csuci.edu/wmc. You can also email us at wmc.tutors@csuci.edu.

You will create much writing and/or video in this class. Use the WMC!

CSUCI SERVICES AND POLICIES

Disability Accommodations. CSU Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The mission of Disability Accommodation Services is to assist students with disabilities to realize their academic and personal potential. Students with physical, learning, or other disabilities are encouraged to contact Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of needed services. You can [apply for DASS services here](). Faculty, students and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

Academic Integrity. As an institution of higher learning, CSUCI values academic integrity and will not tolerate acts of academic dishonesty. Academic dishonesty includes but is not limited to such things as cheating, inventing false information or citations, plagiarism, and helping someone else commit an act of academic dishonesty. If a student is found responsible for committing an act of academic dishonesty in this course, an appropriate academic penalty will be assigned, and the incident will be referred to the Dean of Students Office. For additional information, please refer to CSUCI's [Policy on Academic Dishonesty]().

Academic dishonesty is a serious violation of the trust upon which the success of our community depends. Understand that, by registering in this course, you agree to uphold your end of the deal.

Extra note on plagiarism. Plagiarism is attempting to pass off someone else's work or ideas as your own. If you copy words (e.g., a sentence) from another source, you have to (1) put those words in quotes and (2) provide a reference saying where you copied the words from. In addition, if you reword or paraphrase ideas from another source, you have to provide a reference. Academics do not make things; all we have is our ideas. So if you try to pass off someone's ideas as your own, academics see that as theft.

Extra note on generative AI. If you use generative AI, like ChatGPT, without following the rules stated in this syllabus or in class, it will count as an academic integrity violation.

Counseling and Psychological Services (CAPS). CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support); students can also email CAPS at [caps@csuci.edu]() or visit the CAPS [website]().

Emergency Intervention and Basic Needs. If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals, or experiencing homelessness/housing insecurity (e.g., sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may

assist you during this time. The Dolphin Pantry is currently located in Arroyo Hall and offers free food, toiletries and basic necessities for current CI students. For additional assistance, please contact the Dean of Students Office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up to date information on the Basic Needs Program.

Title IX and Inclusion. Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSUCI prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating and domestic violence, and stalking. For more information regarding CSUCI's commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit the Title IX webpage.

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All dates and items in this syllabus are subject to change at my discretion.

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With all that out of the way…I look forward to working with you this semester!

Version tracking
- Version 1 – original version posted on Canvas
- Version 2 – switched due dates of Case Analysis #3 and Personal Leadership Reflection
- Version 3 – added that there are no prerequisites to the course other than being in the MBA program