

BUS 510 COURSE SYLLABUS MANAGERIAL & ORGANIZATIONAL BEHAVIOR SPRING 2024

Instructor: Nik Lewis, MBA

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Office Hours: Wednesday 5:00-6:00pm MVS Hall 2175

Personal Zoom Room: <https://csuci.zoom.us/j/7168583636>

Course Meetings: Wednesday 6:30-9:30pm

Course Location: DEL NORTE 2530

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.

Required Text

1. Organizational Behavior by J. Stewart Black et al. (Free on Open Stax)
2. *Additional readings will be available on CI-Learn (Canvas).*

Course Approach

Classes will consist of active, participative lectures based on the textbook and current, relevant events. Students are required to prepare for, and participate in, the classroom and group discussions. The course will additionally involve the analysis of case studies, a personal leadership reflection paper, situation analyses, and a group project where the students will analyze and present the organizational cultures of a company as a team.

Course Policies

Attendance

Your attendance of each class meeting is essential to your success in the course. If it becomes necessary for you to be absent, please send the instructor an email in advance to notify me of the absence. Submitting assignments early will be an option where it does not impact the intent of the assignment.

Disability Statement

If you are a student with a disability requesting reasonable accommodations in this course, please visit 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](#).

Writing Standard: The 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. Poor writing will count against your assignment's grade. References/Bibliographies and writing must be APA style.

Evaluation Method

The final grade for this course will be based on a total of 100 points, as follows:

Participation	10
Situation Analyses (2 @ 5)	10
Case Study Analyses (2 @ 12.5)	25
Personal Leadership Reflection Paper	25
Company Organizational Culture Analysis Project	15
Final Exam	15

Grading Scale

Letter Grade	Percentage
A	93-100%
A-	90-92%
B+	87-89%
B	83-86%
B-	80-82%
C+	77-79%
C	73-76%
C-	70-72%
D	60-69%
F	0-59%

Participation (10)

Active participation is required in our class in order for you to be successful in the course. This includes in-person, on Zoom, and on Canvas. There will be group assignments throughout the semester. Due to the topic of our course, you will be evaluated on how well you are able to work in groups throughout the semester.

Situation Analyses (10)

Situation #1 Dealing with a Crisis Situation

Situation #2 Peter Weaver Leadership Scenario

The names of the two “situations” that we will use are provided above. The situations themselves will be posted on canvas. What I expect is a 2-4 page thoughtful analysis and response to the situation. There will be questions provided in the document for each of the situations. Please respond to the questions using critical thinking and analytical skills. **Please tie in the course concepts which assisted you with your analysis of the situation.**

*2-4 pages, double-spaced, 12 pt., Times New Roman font.

*Please use headings to separate sections of the assignment

Case Study Analyses (25)

Case Study #1 DineTogether Leadership Case Study

Case Study #2 When Two Leaders Collide (Conflict Management)

The names of the two case studies that we will use are provided above. The case studies themselves will be posted on canvas. What I expect is a 5-6 page thoughtful analysis of and response to the management and organizational behavior involved in each case study.

The following are specific guidelines for the Case Analyses to encourage your success on these assignments.

Case Analysis #1:

- Page 1: 1/2 page summarizing the situation involved in the case study. 1/2 page detailing the decisions that were made by the manager(s) in the case.
- Pages 2-3: Provide a personal, thoughtful response to the decisions involved in the case study. What is your opinion of the situation? Was it properly handled? Also, please provide a personal example of how you have handled, or how you would handle, a similar situation in your own work/personal life.
- Remainder of Paper (**most important part**): Relate the decisions in the case study to what we have covered in the textbook and in class so far. Which principles have we learned about so far? How were they, or how were they not, applied in the case study?
- Finally, please include a brief conclusion.

*5-6 pages, double-spaced, 12 pt., Times New Roman font.

Case Analysis #2

- Page 1: 1/2 page summarizing the manager's situation involved in the case study. 1/2 page detailing the decisions that have been made so far by the leader(s) in the case.
- Pages 2-3: Provide a description of thoughtful responses to conflict when one is in a managerial role. Based on this information, what are the options for action that the CEO can take? Which do you believe is the best option and why?
- Remainder of Paper (**most important part**): Relate the leader's situation and the options for decisions in the case study to what we have covered in the textbook and in class so far. Which principles have we learned about so far? How were they, or how were they not, applied in the case study?
- Finally, please include a brief conclusion.

*5-6 pages, double-spaced, 12 pt., Times New Roman font.

*Please use headings to separate sections of the assignment

Personal Leadership Reflection Paper (25)

The Personal Leadership Reflection Assignment is an opportunity for the student to reflect on their leadership skills and the areas they would like to improve on for the future. What I expect is a 5-6 page thoughtful reflection on, and analysis of, your leadership/management skills in the present and your plan for improvement in the future.

The following are specific guidelines for the paper to encourage your success on this assignment.

- Pages 1-2: Provide a summary of your current leadership/management skills and talents. Provide examples of leadership skills you have exhibited in your personal or work life. Please provide reasoning for **why** this is your current level of skill in this area. (E.g. upbringing, learned behaviors).
- Pages 3-4: Provide a plan for improvement in the future. Which principles do you want to continue in the future? Which principles do you want to learn for the future in order to be successful?
- Remainder of Paper (**most important part**) : How does your plan relate to the content you have learned in our course so far? Which principles that you learned in the course do you want to carry forth as a leader in the future?

*5-6 pages, double-spaced, 12 pt., Times New Roman font.

*Please use headings to separate sections of the assignment

Company Organizational Culture Analysis Group Project (15)

Students will assemble into teams and select a company's organizational culture to analyze. With your partners, prepare a thoughtful analysis of the company given all of the tools we have been given throughout the class so far. What I expect is a 8-10 page thoughtful analysis of the organizational culture of the company you have chosen.

Guidelines:

- Page 1-3: Provide a description of the company you chose and why you chose this company. -
- Pages 4-6: Provide a detailed description of the organizational culture and the management that this company has experienced throughout its history or throughout a specific period of time. For example: "Company B had a CEO with an aggressive management style which instilled a culture of fear from 2010-2020. After the new CEO took over in 2020, the management style became more modern and the culture has relaxed due to this change." Analyze the leaders as well and determine why they lead/manage the way that they do.
- Remainder of Paper (**most important part**): Relate the management and organizational culture in this company to what we have covered in the textbook and in class so far. Which principles have we discussed that specifically apply here?

*8-10 pages, double-spaced, 12 pt., Times New Roman font.

*Please use headings to separate sections of the assignment

Final Exam (15)

The Final Exam will be a combination of short answers and multiple-choice questions. It will primarily consist of short answer questions which will require original thought in order to be successful. More information will be provided in class.

Course Schedule on Next Page

Course Schedule Key**Purple = Graded Assignment****Yellow Highlight = Zoom Session****Blue Highlight = Asynchronous****Course Schedule**

Date	In-Class Activity	Assignment Due
1/24/24	Course Overview *Syllabus *Emotional Intelligence Intro *Organizational Behavior Intro	1. Read Chapter 1: Management and Organizational Behavior 2. Take Emotional Intelligence Test on Canvas.
1/31/24	Situation Analysis #1 Discussion Stress and Well Being *Problems of Work Adjustment *Organizational Influences on Stress *Coping with Work Related Stress	1. Situation Analysis #1 due 5:59pm 1/31/24 2. Read Chapter 18: Stress and Well-Being
2/7/24	-Perception and Job Attitudes *Barriers to Accurate Social Perception *Attributions: Interpreting the Causes of Behavior *Work-Related Attitudes	1. Read Chapter 3: Perception and Job Attitudes
2/14/24	Case Study #1 Discussion DineTogether Case *Political Behavior in Organizations *Stereotyping/Decision-Making Diversity in Organizations *Diversity's Impact on Companies and Workforce *Benefits and Challenges of Workplace Diversity *Managing Diversity	1. Case Analysis #1 due 5:59pm 2/14/24 2. Read Chapter 5: Diversity in Organizations

2/21/24	-Learning and Reinforcement *Basic Models of Learning *Reinforcement and Behavioral Change *Behavioral Self-Management	1. Read Chapter 4: Learning and Reinforcement
2/28/24	Personal Leadership Discussion Leadership *The Nature of Leadership *Types of Leaders and Approaches *Transformational, Visionary, and Charismatic Leadership *** <i>Choose Teams for Company Analysis Project</i>	1. Personal Leadership Paper Due 5:59pm 2/28/24 2. Read Ch. 12 Leadership
3/6/24	Org Power and Politics *Uses of Power *Power and Interpersonal Relations *Political Behavior in Organizations	1. Read Chapter 13: Organizational Power and Politics 2. Discussion Board due 11:59pm on 3/6/24.
3/13/24	Human Resource Management *Performance Management *Influencing Employee Performance *Building an Organization for the Future	1. Read Chapter 17: Human Resource Management 2. Discussion Board due 11:59pm on 3/13/24
3/20/24	Spring Break	Enjoy the break ☺
3/27/24	Case Study #2 Discussion *Conflict Management *Difficult Decision-making *Creating Options Perception and Managerial Decision- Making *Reflective and Reactive Systems of Decision-Making *Programmed and Non-programmed Decision-Making *Improving the Quality of Decision- Making	1. Case Analysis #2 Due 5:59pm 3/27/24 2. Read Chapter 6: Perception and Managerial Decision-making
4/3/24	Work Motivation for Performance *Content Theories of Motivation *Process Theories of Motivation	Read Chapter 7: Work Motivation for Performance

4/10/24	Situation Analysis #2 Discussion Individual and Cultural Differences *Individual Abilities and Skills *Personality and Work Behavior *Values and Ethics	1. Situation Analysis #2 due 5:59pm 4/10/24 2. Read Chapter 2 Individual and Cultural Differences
4/17/24	Managerial Communication *The Process of Managerial Communication *Types of Communications in Organizations *Factors Affecting Communication	Read Chapter 11: Managerial Communication
4/24/24	Managing Work Teams *Teamwork in the Workplace *Team Development Over Time	Read Chapter 10: Understanding and Managing Work Teams
5/1/24	Company Analysis Presentations	Company Analysis Paper and Presentation Due 5:59pm 5/1/24
5/8/24	Review for Final Exam	Review All Course Material
5/15/24	Final Exam	Final Exam due 11:59pm 5/15/24

***This syllabus is a living document and is subject to change at the instructor's discretion. If any changes are made, you will be notified promptly.*