Cleveland State University  
Levin College of Urban Affairs  
Spring 2017  

Organizational Behavior, UST 604, Section 50  
Wednesday, 6:00 – 9:50 p.m. UR 326

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Office hour: Wednesday 5:00-5:45 p.m. and by appointment  
4 credit hours

Course Description  
Organizational behavior is a new field dating back to Kurt Lewin’s first experiments in the 1940s. It seeks to “understand, explain, predict, and change human behavior that occurs in the organizational context” (Wagner & Hollenbeck, 1995). It includes scholarship from many disciplines including psychology, sociology, anthropology, political science and economics. Organizational behavior has three levels of analysis: the individual, the group and the organization. While our workbook includes many examples from the private sector, we will also explore the government (public) and nonprofit (civil society) sectors as these environments provide unique challenges to employees and managers and the people they serve.

Course Objectives  
The course has three objectives. The first is to train you to think like an organizational behavior expert by learning and applying organizational behavior theories and strategies. The second is to teach you how to learn so that you will continue to develop new skills and insights throughout your lifetime. The third objective is to develop your self-knowledge and an understanding of how your behavior affects others so that you can become a better leader and team member.

Required Reading  


Additional readings: Other readings for the course will be available on Blackboard.

Recommended Reference:  
Web site: https://owl.english.purdue.edu/owl/resource/560/01/ (This is a simple guide to the American Psychological Association (APA) style.)
**Students with Special Needs**
Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216) 687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

**Important Dates**
This semester the last date to drop the class is January 20th. The last day to withdraw from the class is March 31st. Please contact me before you drop or withdraw from the class.

**Doctoral students**
Doctoral students will be asked to do additional work for the course.

**Course Requirements**
Course grades will be based on the following criteria:

- **Class preparation and participation** – 10%
  Attendance and dialogue are important components of this course. You are expected to come to class prepared to thoughtfully discuss the assigned readings and to have completed the exercises within the chapters. Out of respect for your colleagues, laptop use and phone texting are not allowed during the class. You may use your phone or laptop to access the readings on Blackboard during class discussions. Please contact me before class if you are unable to attend. You are responsible for obtaining notes and information from missed classes from your colleagues.

- **Personal Application Assignments** – 20%
  Instead of a midterm examination you will have 10 homework assignments due at various points during the semester. Each of the assignments is worth 2 points. These assignments are reflections on the material in the chapter. They are located at the end of each chapter under the title Personal Application Assignment. Please type your answers to the questions and submit the assignment to the class Blackboard site by 6 p.m. the day the assignment is due. Cite the chapter and page number of the assignment at the top of the page, along with your name. Number your answers in the same way that the questions are numbered in the book, for example, B.1., B.2., etc. **You do not need to retype the questions themselves.** You do NOT need to complete Section E in the Personal Application assignment for any of the chapters.

- **Case or reading facilitation** – 5%
  Each student will facilitate a discussion of one of the assigned cases or readings during the semester.

- **Research proposal** – 10%
In order to make writing your research paper more enjoyable, you will prepare a 3-5 page research proposal detailing the research problem/situation, audience, proposed solution(s), and proposed literature search. You are encouraged to study and develop solutions to an organizational behavior challenge in your workplace or in an organization that you belong to. If you decide to do field research (e.g., interviews or surveys in your workplace) I will help you submit your proposals to the CSU Institutional Review Board to obtain permission to conduct the research. Note that the process may take up to four weeks so you must begin early in the semester. Please refer to the Guidelines for Research Proposal and Paper at the end of the syllabus.

Research Paper - 25%
The paper should be written using APA style and be 10-15 pages in length. The paper should demonstrate your understanding of the organizational behavior theory you are applying and some viable solution(s) using appropriate citations and at least 15 references from peer reviewed academic journals. You must submit your paper to turnitin (a plagiarism checking site) via Blackboard before you hand it in to me so that you can see if you inadvertently plagiarized. If you do not do so, you will automatically lose 5 of the 25 points possible for this assignment.

Presentation of research - 10%
You will be able to share the results of your research with the class towards the end of the semester. You will have 10 minutes to present followed by five minutes for questions.

Final Examination - 20%
One final take home essay examination will be given at the end of the semester.

Graduate course grading:
Using this table as a guide, you will always know how you are doing in the course.

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>94-100</td>
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<tr>
<td>A-</td>
<td>90-93</td>
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<td>B+</td>
<td>87-89</td>
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<tr>
<td>B</td>
<td>83-86</td>
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<tr>
<td>B-</td>
<td>80-82</td>
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<tr>
<td>C</td>
<td>70-79</td>
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<tr>
<td>F</td>
<td>69 or below</td>
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Grades of “I” and “X”

- **X** - The grade of "X" can be assigned by the instructor when an attending/participating student has stopped attending/participating without notification and has not completed all assignments for reasons that cannot be determined by the end of the grading period. An "X" automatically becomes an F if not resolved by the last day of instruction of the following semester. An “X” also will be assigned by the University Registrar when no grade is submitted by an instructor.

- **I - Incomplete.** The "I" grade is given when the work in a course has been generally passing, but when some specifically required task has not been completed through no fault of the student.

An "I" grade can be assigned by the instructor when all three of the following conditions are met:
1. Student is regularly attending/participating in the class and has the potential to pass the course;
2. Student has not completed all assignments and has stopped attending/participating for reasons deemed justified by the instructor; and
3. Student has notified the instructor prior to the end of the grading period.
Writing Assistance
Students with writing difficulty may contact the Writing Center located in Rhodes Tower 124 for assistance. Students should use the American Psychological Association (APA) format for citations reference pages.

Plagiarism
Plagiarism is stealing and/or using the ideas or writings of another in a paper or report and claiming them as one’s own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgement. The penalties for plagiarism are found in full in the Student Handbook under Academic Regulations (Policy on Academic Misconduct) at the following link: http://csuohio.edu/studentlife/StudentCodeOfConduct.pdf.

Course Outline - Reading Topics and Assignments

1. January 18
   Introduction to the course
   Personal Introductions
   MBTI
   Research Project Brainstorming

2. January 25
   Introduction: Setting the Global Stage
   Chapter 1, The Psychological Contract and Commitment
   Chapter 2, Theories of Managing People. Complete the Personal Application Assignment on pp. 45-46.
   Watson, Case 8 – Cherry County Blues: A Problem of Low Morale and High Turnover

3. February 1
   (Lecture) Introduction to the Institutional Review Board: Protection of Human
   Subjects
   Chapter 3, Individual and Organizational Learning. Complete the Personal Application Assignment on pp. 70-72.
   Chapter 4, Decoding Human Behavior and Personality.
   (Article) Weick, “Small Wins: Redefining the Scale of Social Problems”

4. February 8
   Lecture - Introduction to Emotional Intelligence and Intentional Change Theory
   Chapter 5, Individual and Organizational Motivation.
   Chapter 6, Values and Workplace Ethics. Complete the Personal Application Assignment on pp. 149-150.
Watson, Case 14 - Public Scrutiny and Accountability: An Ethical Dilemma in State Administration

5. February 15  
Chapter 7, Personal Growth and Work Stress. **Complete the Personal Application Assignment on pp. 181-184.**

Chapter 8, Interpersonal Communication.

Watson, Case 20 - To Privatize or Not to Privatize? A City Prepares to Contract out Services

6. February 22  
**Proposals Due at 6:00 P.M. - Please bring a copy to class.**

Chapter 9, Perception and Attribution.

**No Personal Application Assignment**

Watson, Case 6 – Sexual Harassment: Innocent Initiation or Hostile Work Environment?

7. March 1  
(Lecture) Introduction to Appreciative Inquiry  
Chapter 10, Group Dynamics and Work Teams. **Complete the Personal Application Assignment on pp. 278-279.**

Chapter 11, Problem Solving.

Watson, Case 13 - Supervising with Sharks: A Project Manager Deals with an Exploitive Boss

8. March 8  
Chapter 12, Managing Creativity. **Complete the Personal Application Assignment on pp. 329-332.**

Chapter 13, Conflict and Negotiation.

Watson, Case 5 - Managing Conflict Among a Hospital Staff

9. March 15  
**SPRING BREAK – NO CLASS**

10. March 22  
Chapter 14, Managing Diversity. **Complete the Personal Application Assignment on pp. 384-386.**
Chapter 15, Leadership and Management.

Watson, Case 16 - Cultural Diversity and Social Justice: Racial Profiling in a Police Department

11. March 29  Chapter 16, Organizational Culture.

Chapter 17, Decision Making. **Complete the Personal Application Assignment on pp. 485-486.**

(Guest Editorial) Shalala, "Are Large Public Organizations Manageable?"

12. April 5  Chapter 18, Power and Influence.

Chapter 19, Empowerment and Coaching.


**No Personal Application Assignment.**

13. April 12  Research Papers Due at 6:00 P.M. - Please bring a copy to class.

Chapter 20, Performance Management. **Complete the Personal Application Assignment on pp. 592-593.**


14. April 19  Final Exam distributed

Chapter 21, Organization Design.

Chapter 22, Managing Change. **Complete the Personal Application Assignment on pp. 658-659.**

Watson, Case 24 - Assessing the Organization: Accountability and Public Appeal

15. April 26  Research Presentations

16. May 3  Research Presentations

17. May 10  Final Exam Due at 9:00 P.M. via Blackboard – No Class
**Guidelines for Research Proposal and Paper**

**Format:** The proposal and paper should be written in American Psychological Association (APA) style. This is a very simple author/date style that we will discuss in class.

- Please double space your paper, use a simple typeface (e.g., Times New Roman), 12-point type, and put a one-inch margin around the text.
- Make sure to number the pages. Begin numbering the pages after the title page, that is, the title page is not page 1.
- Use indented paragraphs rather than spaces to separate groups of sentences.
- You may use headings within the paper (e.g., Statement of the problem).
- You do not need to prepare an abstract or use a running header on each page.
- You should have a title page.
- Prepare a Reference page. Only include articles you have discussed in the paper in the References and be sure to discuss each article listed in the References in your paper.

**For the Research Proposal** (3-5 pages formatted as listed above)

**State the problem:** What specific organizational behavior problem or improvement do you want to study? It should focus on only ONE OB topic, for example, interpersonal communication. Give a detailed explanation of the problem / intervention.

**Audience:** Who are you writing this paper for? Your tone will vary depending on who you are speaking to. Your audience may be the members of the class, or you may want to share your work with your supervisor.

**What do you think the solutions are?** Be very specific in stating what you think the solutions may be, given your experience in the organization. Provide evidence that your proposed solutions may solve the problem or improve the organization’s human performance.

**Literature search:** You will only need a sentence or two saying where you will look in the literature, for example, “I am going to review the literature on interpersonal communication.” You do not need to include references in the proposal, but you should include one reference in the text of the proposal and list it as a Reference to demonstrate that you understand APA citation. For example, you could cite the definition of interpersonal communication from our textbook.

**Research design:** If you want to do field research, meaning interviewing people or conducting a survey, I can help you submit your proposal to the CSU Institutional Review Board (IRB). However, most of you will 'test' your proposed solutions by looking in the literature, so that will be your research design.

**For the Research Paper** (10-15 pages not counting the title page or References):

Incorporate your proposal into the final paper, but change the tense. For example, rather than saying “I am going to review the literature on interpersonal communication” you will say “I reviewed the literature on interpersonal communication.”
Literature review / discussion:

- You must discuss your results by explaining how what you found in the literature compared with your initial thoughts about a solution.
- Your paper must contain at least 15 references from peer-reviewed journals that you have found on your own. You must discuss each article in your paper.
- You may also use book references but these do not count towards the 15 articles.
- Law journals are not academic peer reviewed, nor are some peer reviewed publications such as the Harvard Business Review or trade publications. I will explain how to identify the correct type of articles in class.
- The CSU librarians are very helpful and a wonderful resource. The CSU librarian assigned to work with students in our college is Diane Kolosionek. Her email address is d.kolosionek44@csuohio.edu and her phone number is 216-802-3358. But please feel free to talk with me first.

Conclusion: End your paper with a brief summary of your research problem, proposed solutions, and whether the literature supported the solutions that you proposed initially.

** You must submit your entire paper, including the Reference list, to turnitin (a plagiarism checking site) via Blackboard before you hand it in to me so that you can see if you inadvertently plagiarized. If you do not do so, you will automatically lose 5 of the 25 points possible for this assignment.

Note: It is extremely important that you perform your research on your own time unless you have permission from your supervisor to do the work while you are on the job. A cooperative relationship with your supervisor is essential! If you do not believe you can safely study a problem in your organization, please discuss your proposal with me before proceeding.

Final note: special thanks to Dr. Nancy Meyer-Emerick for the use of her syllabus and lecture materials. While my background in practical organizational behavior is lengthy, my theoretical knowledge is limited and I appreciate the assistance of Dr. Meyer-Emerick.