UNIVERSITY of HAWAI'I®

KAPI'OLANI
COMMUNITY COLLEGE

MGT- 122: Organizational Behavior
Course CRN: 31799
Fall 2011

Instructor: Faustino "Dag" Dagdag

Office: Kopiko 110   **Office Phone**: 734-9444

Office Hours: Mon: 3:15pm-4:15pm
Tue: 8:00am – 9:00am
Wed: 3:30pm-4:30pm
Thur: 12:30pm- 1:30pm
And by appointment

E-mail: dagdagf@hawaii.edu

Classroom location: Mamane 101
Time: Monday & Wednesday: 1:45pm to 3:00pm

Text: Fundementals of Organizational Behavior
Andrew J. Dubrin, 4th edition, Thomsom-Southwestern

General Course Objectives:

 Upon Successful completion of this course, the student should be able to:

1) Distinguish concepts of communication styles and process.

2) Explain organizational structure, design and culture.

3) Describe development and improvement methods of self-esteem.

4) Analyze the dimensions of leadership in organizations.

5) Describe motivational models both for individual and teams.

6) Illustrate the importance of organizational team building.

7) Explain basic human relation themes such as group dynamics, values, ethics, diversity, individual attitudes and interpersonal relationships in organizational behavior

8) Explain conflict management strategies through the use of communication and interpersonal relationships.

9) Explain forms of organizational change and their impact on the organization .

10) Identify personality types and the forces influencing human behavior

11) Develop and construct a **"Organizational Behavior Modification"** plan

SCHEDULE OF READING ASSIGNMENTS, CLASS ACTIVITIES AND DEADLINES

August classes

Week #1:   Aug. 22   Welcome, Class Introduction & Team Formations
                            Student Poll Assignment
                            3 Goals assignment on line (bonus points)

            Aug. 24   Chapter 9: Group Dynamics
                            Application to team formation and the team form

Week #2:   Aug. 29   Review of student poll
                            Team Building & Team Development
                            Team member introduction
                            Team Form

            Aug. 31   Chapter 10: Teams and Teamwork
                            Team Building & Team Development

September classes

Week #3   **Sept. 5**   *Labor Day (No Class)*

            Sept. 7   **Team introduction to class and submission of team form**

                            Chapter 1: Nature and Scope of Organizational Behavior

Week #4:	Sept. 12	Chapter 2: Individual Differences, Mental Ability, and Personality

Generational Diversity assignment (page 23)

	Sept. 14	**On-line Quiz #1 (chapters 1, 2, 9, 10 only) Available 8am To 11:00pm**

Chapter 3: Learning, Perception, and Attribution

Self-Assessment learning assignment – page 50

Week #5	**Sept. 19**	**Team reports and development: Teams will report on project 1 progress and work with their teams.**

Mystery Activity

	Sept. 21	Chapter 4: Attitudes, Values, and Ethics

Week #6	**Sept. 26**	**FIRST EXAM: CHAPTERS 1, 2, 3, 9, 10**
	Sept. 28	Chapter 5: Individual Decision Making and Creativity

October classes

Week #7	Oct. 3	Exam 1 results review Chapter 6: Foundation Concepts of Motivation
	Oct. 5	Chapter 7: Motivational Methods and Programs

Week #8	**Oct. 10**	**Student team #1 speaker presentation**
	Oct. 12	**On-line Quiz #2 (chapters 4, 5, 6, 7 only) Available 8am To 11:00pm**
		Chapter 8: Interpersonal Communication

Week #9	Oct. 17	Chapter 11: Leadership in Organizations
		Leadership self assessment Page 238-239
	Oct. 19	**Student team #2 speaker presentation**
Week #10	Oct. 24	Chapter 12: Power, Politics and Influence
	Oct. 26	**Student team #3 speaker presentation**

November Classes

Week #11	**Oct. 31**	**On-line Quiz #3 (chapters 8, 11, 12, only) Available 8am To 11:00pm**
		Chapter 13: Conflict and Stress
	Nov. 2	**Student team #4 speaker presentation**
Week #12	**Nov. 7**	**SECOND EXAM: CHAPTERS: 4, 5, 6, 7 ,8,11 Only**
	Nov. 9	Chapters 14: Organizational Structure and Design
Week #13	Nov. 14	Exam 2 results review
		Team reports and development: Teams will report on project 1 & 2 progress and work with their teams.
		Mystery Activity
	Nov. 16	Chapter 15: Organizational Culture and Knowledge Management
Week #14	Nov. 21	Chapter 16: Organizational Change
	Nov. 23	Chapter 17: Cultural Diversity and Cross-Cultural Organizational Behavior

Week #15   Nov. 28   On-line #4 Quiz (chapter 13 ,14 ,15,16 only) on Laulima   Available 8am to 11:30pm

Team reports and development: Teams will report on project 2 progress and work with their teams.

Nov. 31   All groups Formal written OBM Plan Project submittal due

Mystery Activity

Student Survey

December Classes

Week #16:   Dec. 5   Group 1 & 2 Management Plan Presentations

Dec. 7   Group 3 & 4 Management Plan Presentations

Week #17 Date to Be announced: THIRD EXAM (FINAL) : Chapters 12, 13, 14,15,16,17 only

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ATTENDANCE:

- Regular Class Attendance and promptness is expected and will be reflected in your final grade (See grading). Promptness will be measured as being in the classroom at the start of the session.

- **No Shows:** Students who disappear without formally dropping the course will receive the grade of **"F"** at the end of the semester.

- **In instructional activities, students are responsible for meeting all of the instructor's attendance and assignment requirements. Failure to do so will affect their final grade.**

Lecture PowerPoint slides:

To help you focus on the text material for each chapter the Complete PowerPoints slides for the chapter are provided. The slides used in the face to face lecture are edited to provide focus to pinpoint areas of importance. The complete slides will be found on the "Modules Tab" under the appropriate chapter.

WARNING:

Do not substitute the PowerPoint slides for the text. These slides are discussion points only to further stimulate your thought processes. Test questions, chapter quizzes and case studies will require that you have and READ the text.

On-Line Timed QUIZZES:

There will be **4 on-line quizzes** based on lectures and chapter readings. The quizzes are designed to prepare students for an upcoming exam. Quiz dates are listed in the syllabus and will be administered during the indicated dates and times on the Laulima course site.

All on-line quizzes are limited timed quizzes with only one timed session for the quiz. Students will have **only one opportunity** to complete the quiz. The quiz will be assigned a date and time range that is **indicated on the syllabus** in which the student may take the quiz. At the end of that time range the quiz will be automatically withdrawn from the Laulima site. If a student fails to take the quiz within the given time range the student will be deemed to have missed the quiz. *Missed quizzes cannot be made up.*

The quizzes will be timed at a maximum of 10 minutes. Once a student begins the quiz an automatic timer begins at the end of the 10 minutes the quiz will automatically stop. So a student needs to submit their completed quiz before the time expires.

Warning:

Not studying for the quiz will be detrimental to your grade. Based on the nature of the quiz questions and the limited time in which to complete the quiz you will not have sufficient time to search for the answers in your text or lecture notes. Not studying with the hope that you can find the answers in the text is **NOT** a sound strategy. You will probably run out of time with this strategy which would severely impact your score.

Students are held *fully responsible* for knowing quiz dates & times as indicated on the course syllabus.

The instructor is not responsible to issue any warning on upcoming quizzes, **except changes** to the original quiz date or time if necessary.

All quiz questions will be derived from the assigned text, supplemental reading, videos, exercises and lectures.

In Class Face to Face EXAMINATIONS:

All EXAMINATIONS will be administered in the classroom on the date & time indicated in the syllabus. Students are held *fully responsible* for knowing exam dates & time. The instructor is not responsible to issue any warning regarding upcoming exams, **except changes** to the original exam date or time if necessary. All exam questions will be derived from the text, lectures and video presentations.

A student is required to take **ALL 3 EXAMINATIONS** to be eligible to receive a passing grade for the course.

MAKE UP EXAMS:

Make up exams ***are not permitted*** unless the cause for an exam absence is extreme, e.g, severe sickness requiring medical attention and verifiable to the instructor. In such a situation the instructor would require a written confirmation of the medical condition from the attending medical source.

In the extreme event that a makeup exam is allowed by the instructor the instructor has the option of deducting penalty points from the exam for the tardiness of taking the exam. The point deduction maybe severe, so all efforts should be made to take the exam at the appointed date & time. Any make up exam will be taken in a proctored setting.

Student Project Teams

Management and supervision is an interactive and interpersonal profession where professional managers must in the course of executing their tasks engage in dynamic interpersonal interactive communications to inform, remind and persuade other's to consider and perhaps accept their views and follow their leadership. To achieve these goals managers must consider the individuals of the organization as well as the environment in which these individuals must work. By understanding both and employing appropriate actions and activities manager's enhance their chances of success. To simulate this interactive working environment the class will be divided into **3-4 Teams of 5-7 members**, actual team count and team member counts will vary depending on the size of the enrollment in the course.

The student team members will be randomly chosen. The teams will remain intact for the duration of the course. The members will act as if they were an independent management consulting organization to complete the various assignments and projects that this course requires.

Project #1 : OUTSIDE GUEST SPEAKERS and TEAM PRESENTATIONS:

Part A: Each student team will invite a guest speaker who is a supervisor / manager in the business community and is willing to present a current or past **organizational behavior management issues** in their field or company and answer questions from the class. The speaker will have 40 – 45 minutes to make their presentation.

Part B: The team will also prepare an interactive activity with the class that reinforces the issues presented by the guest speaker. Examples of activities could be a group discussions, Physical Puzzles, question and answer games or a very short lecture. The activity should be a short 20 - 25 minutes. The use of any visual aid is highly recommended. Creativity and innovative presentations are also highly recommended.

The team must make their presentation in the same class period as the guest speaker. If the team does not present in the same period, points will be deducted or points will not be given. Each member of the team must participate in the presentation activity (but need not be a presenter) to earn assessment points and grade points.

NOTE: The speakers issue(s) will be the platform for Project #2 described in the next section

The presentation dates are indicated on the syllabus by student team number.

Grading:
Each team member will earn grading points based on 2 criteria: (1) points awarded by the instructor. The points will be awarded based on how effective the team was in meeting the requirements of the project as well as content presentation, content logic, creativity, class participation, and finally professionalism and quality of the delivery of the presentation will be key factors in the final grade.   Points awarded will range from a minimum of 0 points to a maximum of 35 points.   (2) Points awarded by their fellow team members to rate the individual's performance and productivity as a team member. Points awarded will range from a minimum of 0 to a maximum of 5 points.

If a student team member misses the presentation without prior approval from the team members and the instructor that student will not earn points for this project assignment.

Project #2: Organizational Behavior Modification Program:

The current economic downturn and sluggish recovery has the State of Hawaii in turmoil as the government sectors and private industry struggle to stabilize their organizations and position them for the eventual robust recovery of the economy. This emotionally charged social dynamic has created a mixed bag of both opportunity and threat for business organizations.

An organizations ability to successfully compete and grow in the market place is dependent upon the core competencies, caliber and morale of its employees. There are multitudes of organizational and personnel factors which affect the firm's capability to successfully retain, motivate, train, direct and coach these employees. How each individual supervisor understands and manages human behaviors in their organization is crucial to the growth and survivability of their work unit leading ultimately to that of the survivability of the entire organization.

Employee motivation is crucial to the organization success. The manager / supervisor has to have a firm grasp of strategies, activities and actions that will provide the needed motivation his or her employees need and want to move to the next level of achievement through the evolution of employees behaviors to pursue these goals to be achieved.

To achieve their goals mangers must successfully execute their leadership roles, however it is often hindered and jeopardized by the absence of a formal written *"Formal Organization Behavior Modification Program" .*

The written **OBM** plan sets in motion the development and maintenance of key core competencies and behaviors of the working unit / department / division / company that ultimately results in the change in cultural characteristics of the working environment of the organization. It is this working environment and how an employee fits into that environment that will determine successful retention, motivation and productivity of that employee. In addition the environment must also be conducive for recruitment, hiring, training and development of new employees. These are important responsibilities of the supervisor.

This project requires the creation of a formal written **Organizational Behavior Modification Plan** the source of the plan will be issues that has been discussed by the teams **"GUEST SPEAKER"** in project #1

The Organizational Behavior Modification Plan will follow the model and process that is covered in **Chapter 7.** Especially important is to follow the model described in **Exhibit 7-4** covered on page 145.

The plan however will endeavor to incorporate "*Selected"* theories, concepts and activities that are discussed in all 17 chapters of the text that are applicable to the teams company concern.

Note: Special attention should be paid attention to the following subjects:

Chapter 2: Individual Differences, Mental Ability, and Personality
Chapter 3: Learning, Perception, and Attribution
Chapter 4: Attitudes, Values, and Ethics
Chapter 5: Individual Decision Making and Creativity
Chapter 6: Foundation Concepts of Motivation
Chapter 7: Motivational Methods and Programs
Chapter 8: Interpersonal Communication
Chapter 11: Leadership in Organizations
Chapter 13: Conflict and Stress
Chapter 14: Organizational Structure and Design
Chapter 15: Organizational Culture and Knowledge Management
Chapter 16: Organizational Change

OBM Plan Goal
The goal of the OBM is to foster positive changes in behavior that is leads to the desired
goals of the organization and the productivity goals and ultimately changes in the
organizational culture that solidifies the new set of behavior

These behavioral changes will answer theses 3 key questions:

(1) How to motivate current individual employees to be more productive yet
     keep their morale high to increase employee retention rates.
(2) How to change the current organization into a more productive organization
(3) How to make these changes permanent by changing the culture of the
     organization

Project Expectation and Requirements:

The project should be systematic, detailed and specific in its (1) Description of the
behavior(s) that the speaker is concerned about. (2) The analysis of the root causes of
the concern expressed by the speaker. (3) The goal that will be achieved with changes
to these behaviors (4). The possible root cause alternative solutions, what criteria and
methodology used to create alternative solutions (5). Selection of the root cause and
manifested behavior that is to be changed (5). What criteria and methodology used to
create the alternative solutions. (6) How was the final desired solution was derived.
(7). What design and activities were selected to attempt the change in behavior
(8) How will the implementation of the program be achieved? (9) Estimate of the
probability of success.

Required Formal Written OBM Program Plan Submittal:

A final **Formal Written** OBM Program plan will be submitted by each team in **hard
copy form** on the designated date on the syllabus. **NO** electronic submittal will be
accepted. Late submittals will face severe point deduction and based on the discretion of
the instructor may NOT be accepted

Visual aids are highly recommended. Content presentation, content logic, creativity and class participation, and finally *professionalism* in the delivery of the oral presentation and professional appearance of the written plan will be key factors in the final grade.

Required Oral Team Presentation OBM Program Plan

An *oral* team presentation of the teams OBM program plan to the class will be delivered on the dates that are indicated on the syllabus. All team members are **required** to be present and participate during the oral presentation. Visual aids are highly recommended. Content presentation, content logic, creativity and class participation, and finally professionalism in the delivery of the oral and professional appearance of the team members will be key factors in the final

Students failing to appear with their team on the days of the required oral presentations will not receive points allocated towards that presentation. The point allocation for the oral presentation represents a substantial portion of your final grade so maximum effort must be made to meet this **requirement** of the course; missed points cannot be made up.

Keys to Success:
This project is designed such that the organizational behavior modification plan is being built as the course progresses through the subjects necessary to build such a plan. The keys to successfully writing the plan are: (1) Start early (2) build the plan over the course of the entire semester (3) develop a written schedule of activities to complete each component of the plan (4) Create a channel of effective communication and interaction between team members (5) Establish responsibility and accountability for each team member. (6) Develop a responsive team environment.

KEY to failure: *A word of warning*: The absolute single way to be certain to fail on this project is to start too late. This plan cannot be successfully built in the last 3 weeks of the course. The plan must be built as the semester progresses.

Grading:
Each team member will earn grading points based on 2 criteria:
(1) points awarded by the instructor. The points will be awarded based on how effective the team met the requirements of the project as well as content presentation, content logic, creativity, class participation, and finally professionalism of the delivery of the oral presentation and the professional quality of the written plan will be key factors in the final grade**.**   Points awarded will range from a minimum of 0 points to a maximum of 100 points (written + oral).

(2) Points awarded by their fellow team members to rate the individual performance and productivity as a team member. Points awarded will range from a minimum of 0 to a maximum of 15 points.

Team Member Performance Assessments and Free Riding Team Members:

An essential requirement of successful real world business organizations is working in teams with a collaborative, productive and efficient working team member relationship. **"Free riding"** which is defined as someone who fails to complete required team tasks, fail to provide necessary team participation and cooperation, fail to meet with team members at regular scheduled meeting, fail to respond to team communication efforts and overall fail to be a productive member of the team, yet expects the same compensation, points, grade, benefits and other rewards as those who performed the required work. Such "Free Riding" behavior in real world settings is usually dealt with severe negative consequences such as withholding of rewards, demotions and termination.

This course's team project is **not** an opportunity to "Free Ride". To discourage this type of destructive negative behavior a large part of a student's final team points will be dependent upon the final rating from his / her fellow team members. Each student team member at the conclusion of each project presentation will be rated by each of their fellow team members based on a formal rating system. The final rating will have a high of 10 or 5 points depending on the presentation type. The lowest rating is 0-1 which indicates that the team member was a non-contributor to the project results. In the event a student receives such low a cumulative rating, severe penalty points will be deducted from that student final project point awarded. In extreme circumstances the "Free Riding" student may earn no points for the project.

Laulima

Laulima is the on line venue for the University of Hawaii system. This course is a face to face course that is being supported with on-line content delivery, assignments and quizzes resulting in a blended format for instruction and learning. So it is _required_ you have Laulima access to the course site.

Laulima will be extensively utilized for dissemination of course material such as lectures, assignments, supplemental reading, team exercises and quizzes. Course activities will also be communicated through Laulima. It will also be heavily relied upon for communication purposes between instructor and students, but it's most important communication role is between students and their fellow team members. Much of the team projects will require or utilize on line communication such as meetings and posting of projects work in progress.

Laulima for this course will be accessed through the following web address: **Laulima @ Hawaii.edu** log in by using your University of Hawaii e-mail log on user name and password. The site will open up to your courses click on MGT-122 and you will see the course site.

If you do not have an official UH student e-mail account you must have one setup.

Extended time in a minimal distraction environment is an appropriate accommodation based on a student's disability. If you do have a disability and have not voluntarily disclosed the nature of your disability and support that you need, you are invited to contact the Disability Support Services Office,(DSSO) 734-9552 (V/TTY), Ilima 103 for assistance.

If you are a first- or second-semester student with any questions about KCC or your major, please contact the First-Year Experience faculty at kapstart@hawaii.edu or at 734-9245. Or the following business education advisors: Cynthia Kimura at ckimura@hawaii.edu

Class Room Restrictions:

While the class is in session:

- No Eating of food or Drinking of beverages
- Smoking is prohibited within class and observance of the State of Hawaii smoking laws will be upheld.
- No use of Mobile phones, PDA's, I-Pods or other hand held communication devices while class is in session.
- No use of the internet is allowed while class is in session other than in approved class projects as given by the instructor.
- Recording by Students for Study Purposes.
  With the prior permission of the instructor and the consent of other students in attendance, an enrolled student may make an audio recording of the lecture or class presentations only for the purposes of individual or group study with other students enrolled in the same class. Students must obtain prior permission from the instructor each time they wish to make a recording. The instructor must assure that each student attending the class on that occasion is aware of the recording and has agreed to be recorded. Student-initiated video recording and use of any other electronic means of capturing or transmitting class presentations or lectures for note taking purposes is not permitted in Extension classes.

- In all college-related activities, including instruction, the Students must abide by the college's codes and regulations, refraining from behavior that interferes with the rights and safety of others in the learning environment.

CHEATING:

No form of cheating or plagiarism will be tolerated. Such actions will be dealt with in accordance with the procedure set forth in the college catalog.

SEMESTER GRADING CRITERIA

The total number of points accumulated during the semester determines your grade.
The Point Values for each of the major scoring activities are as follows:

In class participation	25 points
Quizzes	40 points
First Exam	60 points
Second Exam	60 points
Third (final) Exam	60 points
Team outside speaker project	35 points
Team member assessment	20 points
Team OBM Plan written	75 points
Team OBM Oral presentation	25 points

TOTAL POINTS   400 Points

- Points will be deducted for handing assignments in late or incomplete.
- Late and incomplete assignment submittals maybe refused by the instructor.

FINAL GRADES BY POINT VALUES

A   *360 points & above*

B   *320 – 359 points*

C   *280 – 319 points*

D   *240 – 279 points*

F   *239 & below*