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### Management 3630 / Fall 2021 Dr. Peter Villanova

### Organizational Behavior 4088 Peacock Hall

Hybrid Course Phone: 262‑6220

Peacock Hall 4018 & 4020 & ASU Learn Office Hours: online

Tuesday & Thursday 12:30-1:45 & 5-6:15 by appointment

PURPOSE

This course introduces students to the study of organizational behavior. Organizational behavior is an interdisciplinary field of study that draws upon work in the social sciences (e.g., anthropology, psychology, sociology, and political science) to understand individual and group behavior in the context of work settings. This course will reflect the application of a broad spectrum of social science concepts to explain human behavior at work. Upon completion of this course, students should have an enhanced appreciation and understanding of why people behave the way they do at work and how these behaviors may be changed or maintained.

Consistent with the aims reflected in the Walker College of Business mission statement, this course emphasizes specific skills and competencies thought to better prepare individuals for leadership responsibilities of the 21st century. The lectures, assignments, and exams are intended to encourage your understanding of and your appreciation for the complexity and practical significance of human behavior at work.

POLICY

I assume that students behave in their own self‑interest and therefore will initiate contact with me if they are disappointed with their progress. Students who keep up with the readings and who attend regularly are likely to do better in this course since much of the material serves as a foundation for subsequent upper level courses. Students are responsible for class attendance and for obtaining lecture notes from other students when they miss lectures. Make‑up exams will only be administered if students provide a valid medical excuse. Make‑up exam formats are at my discretion.

E-mail and Zoom meetings may be more convenient than an office visit for some questions you have or comments you wish to share. Simply send an email to my address below:

VillanPD@Appstate.edu

TEXT

 Robbins & Judge (2012).

 Essentials of Organizational Behavior (11th edition).

WEB SITE

The syllabus, PowerPoint presentations, and other course-related material are available on ASUlearn.

COURSE REQUIREMENTS

Four required exams will be administered. Three mastery assignments will be available to supplement the exam portion of your grade. Each of the mastery assignments will be graded on a 0-4 point scale (O=F, 4=A) and your sum on these will be added to your final course percentage grade.

GRADING

Each of the exams will count toward 25% of your final grade

* The exams consist of roughly 40 multiple-choice and true-false questions.
* The mastery assignments, should you choose to complete any, require written responses using appropriate business language and will be consistent with the standard business memo format. These will appear as assignments on ASUlearn but are voluntary.

 Exams 1-4 each @ 25% A > 92%

 Mastery Assignments each @ 0-4% added A- > 90%

 B+ > 88%

 B > 82%

 Etc.

I do not round-up to the next integer in determining your letter-grade; an 81.9 remains a B- according to the letter-grade cut-offs. The Mastery Assignments provide students with ample opportunity to resolve any grade ambiguities.

TENTATIVE SCHEDULE

We will follow the schedule below as closely as possible given circumstances.

**This course will include synchronous and asynchronous learning.** *I intend for us to meet every Tuesday unless I should decide in advance to cancel a regularly scheduled Tuesday meeting.* Tuesday meetings will be a mix of administrative and lecture information. If we do not meet on Thursday, I expect students will devote that class time to viewing Zoom lectures that I have prepared in advance. It is important to attend the Tuesday meetings as they will be devoted to keeping students on track. Since the actual attendance requirement is modest, you miss class at your own peril.

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| --- | --- | --- |
| **Week/Date** | **Topic** | **Readings** |
| Aug 17 | Introduction to OB and Contemporary Management | Chapter 1 |
| Aug 31Sep 7 | Individual Differences/KSAOs* *Assign PSI Mastery Assignment*

Social Perception & Decision Making |  Chapter 4 Chapter 5 |
|  |  |  |
| **Th Sep 16th** | **EXAM 1 (chapters 1, 4, 5 & lecture)****PSI Mastery Assignment Due** |  |
| Sep 21 | Values & Work Attitudes |  Chapter 2*1* |
| Sep 28 | Motivation |  Chapters 6 and 7 |
| **Tu Oct 5h**  | **EXAM 2 (chapters 2, 6, 7 & lecture)** |  |
| Oct 7Oct 12 | Walker Business ConnectionsFall Break |  |
| Oct 14 | Group Behavior & Work Teams* *Assign 12 Angry Men Mastery Assignment*
 |   Chapters 8 and 9  |
| Nov 2 | Organizational Culture |  |
| **Th Nov 4th** | **EXAM 3 (chapters 8, 9 & lecture)****12 Angry Men Mastery Assignment Due** |  |
| Nov 9 | Power & Politics* *Assign Carnegie Mastery Assignment*
 |  Chapters 11 and 12 |
| Nov 16 | Leadership |  |
| **Tue Nov 30**  | **EXAM 4 (chapters 11, 12 & lecture)****Carnegie Mastery Assignment Due** |  |
|  |
| *1 Also review that portion of Chapter 4 focused on values.*All dates are tentative and may be subject to change. |

# ADDITIONAL INFORMATION about EXAMS and ASSIGNMENTS

EXAMS: The exams I compose are known to be challenging but fair. You can expect each exam to have a mix of multiple-choice, true-false, and matching items. When studying for these exams you should try to master concepts so that you would be able to understand how the concept applies in specific situations. I test for comprehension and the ability to apply an idea correctly. Some good study habits include:

 a) reading the chapter(s) in advance of the lecture;

 b) reviewing the chapters and outline them (one page per chapter is enough!);

 c) discussing concepts and their applications with other students;

 d) sharing lecture notes (what you miss may be in someone else’s notes);

 e) asking questions in class when something is not clear;

 f) asking for examples of how a concept applies (I’m known to provide

 good practical examples of tough to understand concepts); and

 g) visiting me in my office, prepared with the questions you have.

 These recommended strategies for test preparation come from students who have done well or have improved their grades dramatically from one exam to the next. Not all these strategies might work for you, but they happen to be those students found most helpful in their own exam preps.

 I am very careful in assigning grades to students and subject each exam to a thorough item analysis and I do adjust scores by omitting poor items according to both psychometric and content validity standards.

 MASTERY ASSIGNMENTS: Mastery assignments are to be

 14 August 2021

 To: OB students

 Fr: Dr. Villanova

 Re: Memo format

 Your memos should have one-inch

 margins all around. Use only

 one font appropriate for

 business correspondence and that

 is no smaller than 10 point.

completed and submitted by the due date announced

in class. These assignments will be typed, single-spaced with

one-inch margins. All written work will follow the conventional

business memo format as shown in the example to the right.

 ENGAGEMENT: Consistent with the ASU attendance

policy, I expect you to attend every class. Do not arrive late or

leave in the middle of a class lecture as that is discourteous to me

and to your peers.

### Walker College of Business Writing Expectations Policy

This writing expectations policy is intended to reinforce appropriate written communications skills among our students in the Walker College of Business (WCOB), Appalachian State University. The policy is based upon the belief that it is crucial for our graduates to communicate effectively in order to succeed in the workplace. To encourage our students to practice such skills, we, the WCOB faculty, require our students to demonstrate a basic level of writing proficiency in their written assignments in order to graduate from our business program.

As part of this policy, we adopt the following important expectations.

## Higher-Order Expectations

Students should:

1. Organize text logically.
2. Write clearly and coherently.
3. Follow conventions of business writing, where appropriate.
4. Give sources proper credit and avoid plagiarism.

## When followed, these higher-order expectations will improve the likelihood that the reader will easily understand the student’s intended meaning.

## Fundamental Expectations

Students should:

1. Use complete sentences.
2. Use proper verb tense.
3. Spell words correctly.
4. Use proper punctuation.
5. Cite references correctly.
6. Use other grammatical conventions appropriately.

When followed, these secondary expectations will improve the clarity and appearance of the written material.

## Implementation

*Poorly written assignments will not receive a grade better than ‘C’. In order to earn a ‘B’ grade, papers must evidence all fundamental and higher-order expectations. Papers must exceed good writing form in order to receive an ‘A’ grade. To assure your receipt of a premium grade, you are encouraged to respond to an assignment on time, completely, thoughtfully, and with good form.* Students who desire to have papers reviewed before submission should consult the ASU Writing Center, located in Room 008 of the Belk Library & Information Commons.

## Resources and Recommended Readings

* ASU’s Writing Center, <http://www.writingcenter.appstate.edu>
* WCOB’s online resource page, <http://www.business.appstate.edu/students/writing.php>
* The Elements of Business Writing: A Guide to Writing Clear, Concise Letters, Memos, Reports, Proposals, and Other Business Documents, by Gary Blake and Robert W. Bly.
* Business Grammar, Style & Usage: The Most Used Desk Reference for Articulate and Polished Business Writing and Speaking by Executives Worldwide, by Alicia Abell.
* Business Writing, Period. by K. T. Maclay.
* The Elements of Style, by William Strunk, Jr., and E. B. White.

### ASU Attendance Policy

5.5.1 General Attendance Policy

5.5.1.1 It is the policy of Appalachian State University that class attendance is an important part of a student's educational experience. ***Students are expected to attend every meeting of their classes and are responsible for class attendance.*** Since attendance policies vary from professor to professor, students should refer to the course syllabus for detailed information. Regardless of what reasons there may be for absence, students are accountable for all academic activities, and faculty may require special work or tests to make up for the missed class or classes.

### ASU Integrity Policy

This course will follow the provisions of the Academic Integrity Code, which can be found on the Office of Student Conduct Web Site: <http://studentconduct.appstate.edu/>.

*As a community of learners at Appalachian State University, we must create an atmosphere of honesty, fairness, and responsibility, without which we cannot earn the trust and respect of each other. Furthermore, we recognize that academic dishonesty detracts from the value of an Appalachian degree. Therefore, we shall not tolerate lying, cheating, or stealing in any form and will oppose any instance of academic dishonesty.*

### ASU Accommodations for the Disabled Policy

Appalachian State University is committed to making reasonable accommodations for individuals with documented qualifying disabilities in accordance with the Americans with Disabilities Act of 1990, and Section 504 of the Rehabilitation Act of 1973. Those seeking accommodations based on a substantially limiting disability must contact and register with The Office of Disability Services (ODS) at <http://www.ods.appstate.edu/> or 828-262-3056. Once registration is complete, individuals will meet with ODS staff to discuss eligibility and appropriate accommodations.

It is the responsibility of the student to inform the professor of student disabilities that may be reasonably accommodated.

### Other Matters

* Arrive to class on-time and behave with courtesy toward your peers and professor. If you must leave class early, I expect you will advise me in advance.
* Students are responsible for establishing official registration for this course. Students who are not officially registered should not expect to be added late.
* COVID concerns have obviously impacted delivery of this course. Powerpoints of the lecture material are available on classdat and ASUlearn. No one will be held to a required attendance standard. You can adjust your class attendance to suit your own scheduling needs.
* I intend the class to meet on Zoom or in-class once a week for both lecture and administrative purposes – *note that we may meet in-class less often, depending on circumstances*. I intend to supplement the synchronous meetings with recorded Zoom presentations that will be available on ASUlearn.
* Please be patient as this is a learning situation for most of us. I’ll do my best to assure you have the information necessary to support both your success in this class and to augment your knowledge about organizational behavior and management. Admittedly, some information will be abbreviated and my traditional embellishment with examples that occur in a live in-class circumstance will be scant. Some of you may be relieved about that whereas some of you enjoy the additional (often arcane) information that professors are wont to share in a classroom setting.