

May 27, 2018

FRAMINGHAM STATE UNIVERSITY
COLLEGE OF BUSINESS
DEPARTMENT OF MARKETING
MGMT 280 Organization Behavior
May 28-June 29, 2018

General Information:

Session: Summer 2018(May 28th, 2018-June 29th, 2018)

Credits: 4

Teaching Hours: 50 Hours

Time: 2 hours/day, Mon.-Fri.

Instructor: Dr. Sandra Rahman

Title: Professor of Marketing

Home Institution: Framingham State University

Email Address: srahman@framingham.edu

Prerequisites: None

Required Text: Robbins S. P., & Judge, T. A. (ed). 2017. Organizational Behavior, 17th edition. Upper Saddle River, NJ: Pearson Publishers.
Details of an online book and quiz access will be provided prior to the beginning of the class.

Recommended Reading: The New York Times, Business Week, Adage.com, Economist
You are encouraged to identify any periodical that you are interested in and read regularly.

Course Description: An in-depth study of the application of management theory to the behavior of individuals and groups in organizations. Topics in the course include: organizational culture, decision making, teamwork, organizational structure and design, change management, motivation, job design, leadership, communication and power in organizations.

Course Goals:

1. To learn the basic concepts of the field of organizational behavior.
2. To develop an understanding of how perception, motivation, diversity, leadership, politics, performance measures, stress, and other elements affect individual behavior, group behavior, and processes in organizations.
3. To provide knowledge of contemporary issues, principles, and practical techniques associated with effective management.
4. To develop an understanding of macro issues in organizational structure such as culture, organizational design, process improvement, reengineering, change and development.
5. To analyze the work of managers in influencing work performance among individuals and groups, through presentation and case exercises.
6. To develop an understanding on Theories used in organizational behavior

Course Format

The course goals are achieved through a number of structured means:

- **Lectures:** Lectures are based on, but not restricted to the materials in the textbook.

- **Interactive Discussion:** Class participation is an important part of the course. Regular class attendance and active, articulate, and insightful participation are required and expected of every student.

-**Two Exams:** Details will be provided. This will be an in-class exam.

-**Current Events-** You must orally present at least 2 current events for the semester.

Grading Criteria:

I. EXAMS _____ [40%]

Exam #1(mid-term): 20%

Exam #2 (final): 20%

The exams will be multiple choice & short answers.

II. FOUR ORAL CASE PRESENTATIONS: _____ [20%]

As a group, you will analyze five cases and orally present it in class. Group size will be determined by the professor. You will be able to choose who you wish to work with. This is an oral presentation only. You must make a power point presentation.

FORMAT OF THE CASE PRESENTATION:

Brief background

Answer the questions

Conclusion from the case

Lessons learned from analyzing this case.

III. COMPARATAIVE LEADERSHIP STYLE _____ [20%]

Choose a leader that you have observed. Write a 4 page paper comparing your leadership style with that leader that you have selected.

The leader must be the current or former CEO of any company. You must be able to collect secondary data on this person. I would suggest that you identify a company that you admire and consider writing on the leadership style of that person. All leaders must be approved by the professor. Only one person can research a particular leader. See APPENDIX A for the format of this project.

III. CLASS PARTICIPATION: _____ [20%]

You are required to attend and participate in all of the classes. It is expected that you read the chapters, come to class prepared, ask and answer questions and participate in class activities. You are also required to contribute 2 current events this semester.

Total: _____ [100%]

Grading System:

Recorded Grade Equivalent Quality Points Suggested Numerical Value

A	4.0	100-95
A-	3.7	94-90
B+	3.3	89-87
B	3.0	86-83
B-	2.7	82-80
C+	2.3	79-77
C	2.0	76-73
C-	1.7	72-70
D+	1.3	69-67
D	1.0	66-63
D-	0.7	62-60
F	0.0	59- 0

Business/Statistics Websites

<http://www.wto.org>

<http://www.fortneeducation.com>

<http://www.census.gov/>

<http://www.marketingresearch.org>

<http://www.marketingpower.com/Pages/default.aspx>

<http://adage.com/american demographics/>

<http://www.gallup.com/Home.aspx>

<http://www.marketstats.com/>

<http://www.marketingsurvivalkit.com/>

<http://www.joc.com/>

<http://www.hoovers.com/free/>

<http://www.forrester.com/rb/research>

<http://www.lib.umich.edu/govdocs/stats.html>

<http://www.stat-usa.gov/>

<http://trade.gov/index.asp>

Academic Honesty:

Students are expected to follow regulations and procedures regarding Academic Standards and the Student Code of Conduct. If you are uncertain as to how or when to cite a source please see the librarians to familiarize yourself with the proper methods. Students caught cheating or plagiarizing are subject to disciplinary measures as outlined in the FSU university catalog.

COURSE OUTLINE

<u>WEEK</u>	<u>DATE</u>	<u>REQUIRED READING</u>	<u>ASSIGNMENT & DUE DATE</u>
1	May 28 to June 1	INTRODUCTIONS & SYLLABUS Ch. 1: What is Organizational Behavior Ch. 2: Diversity in Organizations	Introduction Current Events (2 for the course) Read Chapters Case as assigned
2	June 4 to June 8	Ch. 3: Attitudes and Job Satisfaction Ch. 6: Perception and Individual Decision Making	Current Events (2 for the course) Read Chapters Case as assigned
3	June 11 to June 15	Ch. 7: Motivation Concepts Ch. 9: Foundations of Group Behavior	Current Events (2 for the course) Read Chapters Case as assigned F June 15 EXAM #1 (Chapters 1, 2, 3, 6,7)
4	June 18 to June 22	Ch. 11: Communication Ch. 12: Leadership	Current Events (2 for the course) Read Chapters Case as assigned R June 21 Comparative Leadership Style written & Oral due
5	June 25 to June 29	Ch. 16: Organizational Culture Ch. 18: Organizational Change and Stress Management	Current Events (2 for the course) Read Chapters Case as assigned T June 26 EXAM #2 (Chapters 9,11,12,16,18)

APPENDIX A

You are to identify a leader of a company, evaluate him/her on the following chart. You must provide evidence of your decision. Then compare yourself on these variables and give evidence of your decision. The variables are as follows:

Comparative Leadership Analysis based on “**You're an Effective Business Leader If You Have These 8 Traits**” by Bill Green, author and CEO of Lending One (<https://www.inc.com/bill-green/the-8-characteristics-of-an-effective-business-leader.html>, 4.9.18)

Being an effective business leader takes years of practice. The primary reason it takes so long is because effective leadership means being able to balance a number of skills, all of which require their own learning curve. In fact, "skills" isn't even the best word for it. They're really more *virtues* than anything else. Though different leadership styles can be used at different times to build and run an effective business, these eight-character traits should be universal in each and every leader.

NOTE: Please rate the CEO and yourself by circling your answer. One means you do NOT have this trait and 9 means you exhibit this trait very well. Then provide 3 examples of how you exhibit, partially exhibit or do not exhibit) this trait

1 **Self-awareness:** One of the most important characteristics of a business leader is self-awareness, and the ability to understand your own strengths and weaknesses. Very often, I run into leaders and aspiring entrepreneurs that make the mistake of going to great lengths to cover up their weaknesses--instead of addressing them openly so an effective solution can be found. Or worse, they aren't aware of what their weaknesses are at all, and instead play entirely to their strengths. Over time, this leaves them vulnerable, and their business often suffers as a result.
How “self-aware” is Mark Zuckerberg? How “self-aware” are you? Circle how self-aware you both are and provide examples.

Mark Zuckerberg, CEO of Facebook, Inc.
(least) 1 2 3 4 5 6 7 8 9 (most)

- 1.
- 2.
- 3.

Your name, CEO of Me, Myself & I, Inc.
(least) 1 2 3 4 5 6 7 8 9 (most)

- 1.
- 2.
- 3.

2 **Decisiveness:** Every effective leader has to learn how to make sound decisions, quickly. What so many leaders forget is that no decision

<p>is still a decision in itself. This is known as "paralysis by analysis." Out of fear of making the wrong decision, they end up postponing taking action--which almost always causes a larger problem, and so on and so forth. Effective leaders often learn this lesson the hard way. And once they do, they know the value in moving swiftly and confidently, even if they're not entirely certain of their direction--because they know any direction is better than no direction.</p>	
<p>Mark Zuckerberg, CEO of Facebook, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>	<p><u>Your name</u>, CEO of Me, Myself & I, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>3 Fairness: Treating others equally, no matter the circumstance, is a must-have characteristic of any effective leader, period. Without fairness, you have subjectivity--and subjectivity is very difficult to scale. As a leader, you don't have the luxury of looking at each and every situation, conflict, or personal issue with a detailed eye. What's more important is having principles and practices in place that ensure you reach positive desired outcomes, faster. This means handling internal company issues with clearly established principles that are fair to all.</p>	
<p>Mark Zuckerberg, CEO of Facebook, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>	<p><u>Your name</u>, CEO of Me, Myself & I, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>4 Enthusiasm: If you want people to follow you, then you have to lead them with enthusiasm. This is something I work hard to instill in</p>	

<p>the people I work with--especially my sales teams. And the best way to do this is to lead by example. No employee will want to work for someone who doesn't embody the same characteristics they're being told to have and hone themselves. And no leadership team will want to pour blood, sweat, and tears into a business that is run by someone less enthusiastic. As a leader, it's your job--not to tell, but to <i>show</i>--those around you what enthusiasm and a true commitment to greatness looks like on a daily basis.</p>	
<p>Mark Zuckerberg, CEO of Facebook, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>	<p><u>Your name</u>, CEO of Me, Myself & I, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>5 Integrity: Earning the respect of your team without having to remind them of your seniority is the definition of integrity. Too many leaders lean on their titles as a crutch. They excuse their own behavior by saying, "I'm the founder. I'm the CEO. I'm the manager," instead of earning people's respect by acting and behaving appropriately. Integrity is about more than just doing the right thing. It's about standing for something bigger than yourself, and setting a precedent within your business. After all, a company's culture is a reflection of its leaders. Which means it all starts with you.</p>	
<p>Mark Zuckerberg, CEO of Facebook, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>	<p><u>Your name</u>, CEO of Me, Myself & I, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>6 Knowledge: A talking head is worthless. Every business leader needs to be as much of a practitioner as they are a facilitator. Too many</p>	

<p>CEOs get comfortable in their corner office and stop being present in the day to day of their own businesses, which leads them to fall out of touch with employees, their peers, and sometimes even their industry at large. If you want to remain a leader--of your market, and within your own company--it's crucial that you keep a finger on the pulse of what's happening, and stay on top of relevant facts, figures, and best practices.</p>	
<p>Mark Zuckerberg, CEO of Facebook, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>	<p><u>Your name</u>, CEO of Me, Myself & I, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>7 Creativity and Imagination: The ability to come up with new and innovative ideas that propel your business forward is what allows leaders to stay around for the long term. Building a profitable company isn't the hard part. What's hard is keeping a company profitable over the course of a decade, two decades, three decades. And what's even harder is taking a profitable company and doubling its revenue over, and over, and over again. Too many entrepreneurs, founders, and CEOs think this growth process is a directly reflection of hard work. "Put the hours in, and you'll get the results you want out the other side." But that's just not true. There is a significant amount of creativity required in order to propel your business forward. Because often times, it's not a straight line--which means what's required is not "more hard work," but a different approach altogether.</p>	
<p>Mark Zuckerberg, CEO of Facebook, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>	<p><u>Your name</u>, CEO of Me, Myself & I, Inc. (least) 1 2 3 4 5 6 7 8 9 (most)</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>8 Endurance: And finally, every leader knows that what's more important than anything else in the world is the ability to persevere--even</p>	

when things go wrong. Part of being a leader is learning to be alright with ambiguity. You won't have all the answers. You won't always know where to move next. You'll have your wins, and you'll have your losses. But through it all, you can't lose your sense of confidence. You have to always believe in yourself, and your ability to see things through to the end.

Mark Zuckerberg, CEO of Facebook, Inc.

(least) 1 2 3 4 5 6 7 8 9 (most)

1.

2.

3.

Your name, CEO of Me, Myself & I, Inc.

(least) 1 2 3 4 5 6 7 8 9 (most)

1.

2.

3.