I. CATALOG DESCRIPTION
This course introduces students to the dynamics of human behavior in the workplace through the study of such topics as perception, learning, motivation, leadership and group behavior. Students will learn principles of interpersonal influence, conflict resolution, and effective group behavior and develop an awareness of ethical issues in the workplace and organizational social responsibility. The course will also cover essentials of organizational structure and processes.

II. COURSE OVERVIEW
This course is designed to improve your people and organizations management skills by providing information that will enhance your understanding of yourself and other people in terms of behavior in the workplace. Organizational Behavior (OB) concepts and theories will help you identify problems and determine how to solve them, thus improving employee motivation, increasing productivity, improving organizational effectiveness and quality of life. The core topics include individual differences (values, personality, and perception), learning, motivation, communication, leadership and teams. The core topics also include concepts of principles of organizational structure, organizational culture and organizational development.

III. COURSE OBJECTIVES AND LEARNING OUTCOMES
The course objectives provide the basis for the design of the activities and setting standards for measuring performance. Measurements are directly related to achievements and capabilities as they relate to the objectives. The course objectives are:

A. To help you understand OB concepts and theories as they relate to three levels of analysis: the individual employee, teams/groups, and the organization itself. The class lectures, textbook, and other readings will provide this information.
B. To raise your level of self-awareness by reflecting on your own behaviors, values, and styles so as to become aware of your strengths and weaknesses. That awareness will enable you to make the appropriate changes that will lead to your effectiveness as an employee, manager, and leader. This will be accomplished by in-class self-assessment exercises and their analysis, team work and class discussion. You will also be exposed to concepts that will help you learn how organizations work.

IV. STRATEGIC PROGRAMS

A. Lectures/Discussions. This activity will be used to convey conceptual materials, learn about ideas and methodologies that could make your managerial function more effective, discuss the applicability of those ideas and allow for individual participation. Students must complete the assigned readings before the class period for which the readings are assigned. Your readings assignment is completed only when you understand the material, not when you have read it through. You will need to understand the assigned readings in order to be able to participate meaningfully in class.

B. Experiential Exercises. Students will work on experiential exercises in class. These exercises will enable students to generate ideas and discuss relevant topics in small teams to foster and encourage inductive learning. Students must prepare all the class assignments before class in order to be able to be effective in the experiential exercises. Please use your exercise time to get strong insights concerning the topics at hand. Also, your learning experience will be enhanced by your openness to share your thoughts and ideas with others as well as listening to and gaining insights from others in the class. You will need these insights for your exams and your professional success.

C. Self-Assessment Tests. You will take several self-assessment tests that will help you understand you own leadership philosophy and a variety of other characteristics that will help you understand your management skills. You will also have the opportunity to compare yourself with other students in the class. This knowledge will help you learn your strengths and weaknesses as a manager so you can take corrective action to become a better manager

D. Research Project. You, with your team, will work on a research project. You will have the opportunity to explore, in much greater depth than what we will see in class, a topic that is related to the class. You will chose your own topic but the topic will have to be approved by the instructor. This project will provide students with the opportunity to exercise, demonstrate and apply their research and writing skills as they are related to their knowledge of Managing People and Organizations.

V. QUINLAN SCHOOL OF BUSINESS POLICIES

These policies and procedures have the purpose of making the class an organized and productive learning experience. Students are required to respect and comply with these policies. The policies are as follows:

A. Attendance Policy. You must attend classes just as you will have to go to work regularly, on time, and ready and able to perform your job. Do not leave the classroom unless it is an emergency. Late attendance will count as a missed class. Absences can seriously affect your participation grade.

B. Professional Courtesy. You are expected to behave like if you were in a business meeting.
You have to be respectful of your peers both individually and collectively. You can disagree without being disagreeable. **Also, do not interrupt the class either but talking to someone or by leaving the class after the class has started.**

C. **Make-Up Examination.** Make-up examinations (in essay format) will take place two weeks after the exam for those students who have been excused from regularly scheduled examinations. Requesting a make-up is the responsibility of the student, and will be permitted only for serious demonstrable causes.

1. Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor.

2. Because Quinlan faculty believes examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period.

3. Make-up examinations are discouraged. Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician’s note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance).

4. A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

D. **Make-Up of Other Class Work.** There will be no make-up for cases, papers, quizzes, etc. Failing to do the assignments will result in a grade of zero in that particular assignment.

E. **Late Assignments.** Work submission is due as assigned. Five percent of the maximum possible points of the assignment will be taken off per day for late assignments.

F. **Group Discipline.** There will be a peer evaluations grade. This grade can significantly affect your overall grade. In addition to the peer evaluation grade, **the team can ask the instructor to remove a student from the team** as a disciplinary measure. This disciplinary measure may be taken in serious cases of a student not attending a significant proportion of the group meetings, coming to the meetings without the required preparation, or for general lack of cooperation and teamwork. The team that is considering firing a member will have to coordinate with the instructor as soon as the dysfunctional behavior is detected so corrective steps can be taken.

G. **Work Format.** You will receive formats for all the written and oral assignments. Please follow the required format. Ignoring the assignments formats can have serious consequences on your grade. Multiple page assignments should be stapled together. **Do not use covers of any sort.** Cover page, table of contents and bibliography do not count for page limit purposes. Students should keep a copy of all written work submitted. Your professor will retain all original papers and reports.

H. **Handouts.** Students are required to distribute handouts of their presentations for the entire class. The handouts for the class are due in class before the presentation. Students are also required to send, via email, an electronic copy of their presentation to the instructor 24 hours before the actual presentation.

I. **Changes in Syllabus.** Your instructor may announce changes in the syllabus periodically in class. It is the student's responsibility to be aware of these changes. Students may find useful to obtain telephone numbers of several other class members to keep up to date with material
covered in class in case of an absence. Also, refer to Sakai regularly for updated information.

J. Final Grades. Final grades will be posted in Locus. Also keep in mind that the instructor does not grant grades, you earn your grade!!! I will not entertain any grade discussion or provide information about grades a week before, during or after the week of finals. Make sure that you earn enough points early in the course to build some slack in your grade if you do not want to worry about passing this course at the end of the semester,

K. Academic Integrity
All members of the Quinlan School of Business shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood…

1. Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

2. The student's Judicial Code will be strictly enforced. Plagiarism, cheating or any other form of dishonesty will result in a course grade of F regardless of any other performance consideration.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

VI. REQUIRED MATERIALS


Additional readings that relate to our class topics will be added to Sakai. Please plan to check Sakai frequently. In case you need to miss a class, you are fully responsible for getting class notes, handouts, and any important information discussed in class from your peers.

VII. COURSE REQUIREMENTS AND GRADING CRITERIA *

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<tbody>
<tr>
<td>1. Exams</td>
<td></td>
</tr>
<tr>
<td>a. First Exam</td>
<td>200</td>
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<tr>
<td>b. Second Exam</td>
<td>200</td>
</tr>
<tr>
<td>c. Final Exam</td>
<td>300</td>
</tr>
<tr>
<td>2. Research Project</td>
<td>200*</td>
</tr>
<tr>
<td>4. Student Participation</td>
<td>100*</td>
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<tr>
<td>TOTAL POINTS</td>
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* This grade is the result of a group effort and will be weighed by peer evaluations.
Exams. The first two exams are multiple choice and precision essays. The final exam will be precision essay questions only. Exams are not cumulative.

Research Paper. No late papers will be accepted.

Student Participation. You are expected to prepare all class assignments before class in order to be able to effectively participate in these discussions. The in-class discussions/exercises and their analysis will be important for the exams and your research paper. Because of this, regular attendance is essential for doing well in the course.

Also, your learning experience will be enhanced by your openness to share your thoughts and ideas with others as well as listening to and gaining insights from others in the class.

VIII. COURSE GRADING SCALE:

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<thead>
<tr>
<th>% Range</th>
<th>Grade</th>
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<th>Grade</th>
<th>% Range</th>
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<tr>
<td>95-100</td>
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<td>80-82</td>
<td>B-</td>
<td>67-69</td>
<td>D+</td>
</tr>
<tr>
<td>90-94</td>
<td>A-</td>
<td>77-79</td>
<td>C+</td>
<td>60-66</td>
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<td>B+</td>
<td>73-76</td>
<td>C</td>
<td>00-60</td>
<td>F</td>
</tr>
<tr>
<td>83-86</td>
<td>B</td>
<td>70-72</td>
<td>C-</td>
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</table>

*No extra credit available

NOTE: Please keep in mind that this course is a rigorous and demanding course and will require a high level of commitment. Make sure that you have the interest and the time required to be successful in the course.
## MGMT 201: Weekly Course Outline

<table>
<thead>
<tr>
<th>WEEK</th>
<th>WEEK OF</th>
<th>ASSIGNMENT/ACTIVITY</th>
</tr>
</thead>
</table>
| 1    | August 25, 27, 29 | Course introduction and overview  
Chapter 1 – Introduction to Organizational Behavior |
| 2    | September 1, 3, 5 | **Labor Day**  
Chapter 2 – Diversity in Organizations  
In Class Assessment |
| 3    | September 8, 10, 12 | Chapter 3 – Attitudes and Job Satisfaction  
Chapter 4 – Emotions and Moods |
| 4    | September 15, 17, 19 | Chapter 5 – Personality and Values  
Chapter 6 - Perception and Individual Decision Making  
Research Topic Selection |
| 5    | September 22, 24, 26 | Chapter 7 – Motivation Concepts  
Chapter 8 – Motivation; Form Concepts to Applications |
| 6    | September 29, October 1, 3 | **Exam # 1**  
Chapter 9 – Foundations of Group Behavior |
| 7    | October 6, 8, 10 | **Mid-Semester Break**  
Chapter 10 – Understanding Work Teams  
Research Proposal Presentations |
| 8    | October 13, 15, 17 | Chapter 11 – Communication  
Communication Continues |
| 9    | October 20, 22, 24 | Chapter 12 – Leadership  
Leadership Continues |
| 10   | October 27, 29, 31 | Chapter 14 – Conflict and Negotiation  
Chapter 13 – Power and Politics |
| 11   | November 3, 5, 7 | **Exam 2**  
Chapter 15 - Foundations of Organization Structure |
| 12   | November 10, 12, 14 | Chapter 16 - Organizational Culture |
| 13   | November 17, 19, 21 | Chapter 17 – Organizational Change and Stress Management  
Finish Projects |
| 14   | November 24, 26, 28 | **Research Paper Due**  
**Thanksgiving Break** |
| 15   | December 1, 3, 5 | Research Project Presentations  
Course Review |
|      | December 8 | **Final Exam**  
1:00 pm. – 3:00 pm |

**PLEASE NOTE:** This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.