

## ORG 3300 (old number 330) - Introduction to Organizational Behavior -Winter 2018

Instructor: Arnie Braver (248) 703-8557  
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Class Hours: Mondays 1:30PM to 4:20PM (CRN 13864) - South Foundation Hall Room 363

Office Hours: ½ hour before and after class and by appointment

Required Texts: ORGANIZATIONAL BEHAVIOR: MANAGING PEOPLE AND ORGANIZATIONS, 12<sup>th</sup> edition  
Ricky W. Griffin, Jean M. Phillips, Stanley M. Gully  
(feel free to purchase a used or electronic copy of the correct edition)  
[www.cengagebrain.com](http://www.cengagebrain.com)  
ISBN: 978-2-305-50239-3

Mindtap Management for same book

We will be using MindTap videos and cases in class. You can do additional assignments in MindTap at home. Access it here:  
<http://ng.cengage.com/static/nb/ui/index.html?nbId=720894&nbNodeId=271539139&deploymentId=55657518725014653606017563668&eISBN=9781305629820#!&parentId=271539140>

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*JOY, INC: HOW WE BUILT A WORKPLACE PEOPLE LOVE*  
RICHARD SHERIDAN  
(Again electronic copies are fine)  
ISBN: 978-0-69815-170-3

### Course Objective:

This course provides the student with an introduction to organizational behavior and theory. You will examine individual and group behavior as well as the organization and its relation to its environment. Additionally, this course will provide the student with tools, which will be of use throughout his/her career. The theoretical content we discuss may not seem immediately relevant to your careers; however, you must be able to identify problems systematically, analyze alternatives and make sure that the preferred alternative is feasible. Your training in organizational behavior and theory will assist you in constructing a framework for meeting the demands of a management position.

Upon completion of the course, students are expected to have learned to:

1. Identify the underlying issue(s) for the given business situation or case.
2. Identify the appropriate theory (ies) or theoretical construct(s) that apply to the given business situation or case.

3. Apply theory (ies) or theoretical construct(s) to the given business situation or case to generate alternatives.
4. Choose appropriate solution(s) to address the issue(s) identified for the given business situation or case.

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**Course Requirements:**

ASSIGNMENT	POINTS	DUE DATE
Chapter quizzes	130	Each chapter (10 points each-you may drop your three lowest grades or skip three quizzes)
Cool Places to Work Paper	35	Due 2/4/18 at 11:55 PM
Book Report	50	Due 3/10/18 11:55pm
Midterm Essays-Take Home	25	Essays Due: 3/4/18 11:55 PM
Team Organization Presentation	80	Group Presentations 4/9 and 4/16/18
Workplace in the News Articles	25	Weekly through 4/16
Class participation/attendance/pop quizzes	55	
Final Exam Take Home Essays	Approximately 25	Essays due: 4/23/18 11:55 pm
Final Exam Multiple Choice	Approximately 75	Multiple choice in class: 4/23/18 1:20PM
TOTAL	500 POINTS	

**EXTRA CREDIT**

- Completing Instructor Evaluation 5 points
- Attending Menlo Innovations Tour 15 points
- Extra credit essay questions for midterm and final 5-10 points
- Other extra credit opportunities may be available and announced in class

### Joy, Inc and Menlo Innovations

Menlo Innovations is a very innovative software company in Ann Arbor, MI. Its president, Richard Sheridan, has written a book entitled Joy, Inc. We will incorporate a discussion of Menlo's unique practices into our coursework and testing.

**There are free public tours on the second Monday of each month at 4PM.**

**There are \$30 public tours on the third Thursday of each month at 4PM.**

**We may schedule a private tour at a time to be determined. As noted above, 15 points extra credit will be granted for attending a Menlo tour**

### Weekly Quizzes

Quizzes will be given for each chapter in the Griffin textbook via Moodle or MindTap, and will be due at noon before the class in which the (majority of the) chapter is covered. Each quiz will be ten (10) multiple choice or true/false questions on the chapter to be covered in class that day. Each question will be worth one (1) point. Quizzes will be available for 5 days. You will have 15 minutes to complete the quiz. Grades will be released after the quiz closes

Only thirteen (13) quizzes will count, therefore you will be able to discard your lowest three scores or skip up to three quizzes without penalty.

### COOL PLACES TO WORK ASSIGNMENT

Students will identify, research and discuss culture in a "Cool Place to Work". Crain's Detroit Business and the Detroit Free Press identify small, medium and large companies defined as cool places to work each year.

1. Go to: [http://www.crainsdetroit.com/awards/cool\\_places\\_to\\_work/2017](http://www.crainsdetroit.com/awards/cool_places_to_work/2017) OR <https://www.freep.com/story/money/business/top-workplaces/2017/11/04/free-press-top-workplaces-event/829040001/>
2. Pick a company of interest
3. Discuss why they are a "cool" company
4. Try to make contact with an HR person and/or operational person at the Company (document your attempts)
5. Whether you do or not, discuss what you believe to be the culture in this company and whether you would want to work there. Why or why not?

Papers should be thorough (length is not important but will average two pages). Papers are due **2/4/18 at 11:55 PM** and should be submitted via Moodle (as Cool Places to Work Paper).

Papers will be graded based on covering the above material, with some analysis, clear writing, and use of proper grammar, formatting, etc.

### **Book (or Movie) Review**

Each student will be responsible to read and review a relevant book or movie that discusses a topic relevant to the class. I will provide a partial book list, but you may select any relevant book or movie to business, organizations, leadership, change, etc. The book review will describe the book, why it is relevant to business, highlight the key points and identify at least four (4) personal takeaways for you.

Papers should be thorough (length is not important but will average two pages). Papers will be graded based on covering the above material, with some analysis, clear writing, and use of proper grammar, formatting, etc.

This will be due **March 10, 2018 at 11:55 pm via Moodle** and is worth 50 points.

### **Mid-Term Essays**

Mid-term Essays will be given on an open-book take-home basis. There will most likely be five (5) questions worth 5 points each, for a total of 25 points. These will become available approximately five days in advance and be due by **March 4, 2018 at 11:55 PM**. There will be an extra-credit essay question as well, worth 3-5 points.

### **Organizational Research Paper and Team Presentation**

**Teams.** I will assign you to a team, and you will do the team projects as a team, and get a team grade, plus team participation points. Each team member will fill out the Team Participation form, which I will use as input to assign team participation points. There is some in-class time for teams to work on the projects, and to ask me for feedback on what your team is doing. A team may vote to expel a team member (or a team member may decide to leave their team), and that team member must from then on do the team project(s) independently.

**Team Presentation.** Your team will make a presentation on an Organizational Culture case study. You may choose any organization; it must be an organization that at least one team member is familiar with from being an active member of that organization (i.e., a key informant). The organization can be a social organization, a religious organization, a student organization, or a work organization. The team will first interview that team member to get a basic understanding of the organizational culture. To get a better understanding of the organizational culture, the team will then develop an interview guide of questions to ask two other members of the organization. The purpose of the interview guide is to collect the same data from multiple respondents. You must get instructor approval of your organization; first come first serve so that each team has a different organization.

Based on the information collected, the team will present to the class a PowerPoint presentation of their analysis of the organizational culture. The purpose of this project is to learn how to apply organizational culture concepts that you have learned in this class to a real world organization. The PowerPoint presentation should have these parts, with these headings:

***Slide1: Title slide: team name, team members.***

***Slide2-4: Organization Description.***

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- Organization name
- What the organization does (product or service), what the product or service is, who are the customers
- What type of organization it is (for-profit, non-profit, educational, government, family business, etc.)
- Number of members/employees in this organization
- The key informant=s role in this organization

### ***Slide5-6: Interview Guide.***

The questions in the interview guide that you used to interview two other members of the organization (no REAL names). If you email me a rough draft of the interview guide, I will give you feedback so you can make improvements before you use it to do the interviews. The questions should focus on how these people view the organizational culture; the different people interviewed may have different ideas about the culture. You must have at least 5, but not more than 10 questions. The earlier you finish this step, the earlier you can begin your interviews.

### ***Slide7-8: Description of the characteristics of the Organizational Culture***

Use all the information you've collected to create a presentation of your organization's culture. Pick any four(4) of the seven characteristics of organizational culture and say whether each is high or low in your organization, and give an example:

- Innovation and Risk Taking
- Attention to Detail
- Outcome Orientation
- People Orientation
- Team Orientation
- Aggressiveness
- Stability

### ***Slide9-10: Description of the observable aspects of Organizational Culture***

Use the different aspects of culture to describe the culture and give examples of how employees= actions and beliefs show what the culture is. Describe the organizational culture for any four(4) of the six observable aspects of culture, and give an example:

- Stories
- Rites and Rituals
- Cultural Rules
- Shared Meanings
- Material Symbols
- Language

### ***Slide 11-14(?)***

Identify problem areas or your organization

The team presentation is worth 80 points: 60 points for the team grade, and 20 points for team participation.

## **Team Presentations in Class 4/9 and 4/16/18**

## **WORKPLACES IN THE NEWS**

Each student will be expected to bring in a workplace related news article and discuss it. Time will be set aside during each class for this, and there will be a sign-up sheet for this. The article will be worth 25 points.

They will present at the front of the class and will provide a 1/2 page written summary along with the article/link via Moodle.

There are many sources for these news items, including:

- Any news source, including **NPR**, Business publications, etc
- [www.hrmorning.com](http://www.hrmorning.com)
- [www.shrm.org](http://www.shrm.org)
- [www.bpr.com](http://www.bpr.com)
- [www.workforce.com](http://www.workforce.com)
- [www.blr.com](http://www.blr.com)
- [www.youtube.com](http://www.youtube.com)

The last date for Workplace In The News presentation will be 4/16/18.

## **CLASS PARTICIPATION**

**Participation** - It is expected that students will attend class and participate in discussion of lecture content and case studies. Criteria used to measure class participation will include attendance and active participation in class exercises. This will be worth up to 55 points. **It may include classroom attendance, as well as in-class pop quizzes**

## **FINAL EXAM**

### **Take-Home Essays**

4-5 essays are given as an open-book take-home, for a total of up to 25 points. There will be an extra-credit essay question as well, worth 3-5 points. There may be other formats as well.

**Essays will be available by April 18 and due at 11:55 pm April 23.**

You are responsible for the material covered in class as well as class handouts, case material and the textbook concepts.

**Multiple Choice**

The multiple choice portion of the final will take place in a computer lab and is closed book. This will be worth approximately 75-80 points. It will cover the entire semester. A study guide will be given to students

**April 23 at 1:20**



**SEMESTER GRADING**

Since all assignments are graded on a point basis, point totals from all assignments will be converted to a numerical grade based on the following table:

LOW POINT RANGE	HIGH POINT RANGE	PERCENT	HIGH %	NUMERICAL GRADE EQUIVALENT
485	500	97	100	4.0
475	484.5	95	96	3.9
465	474.5	93	94	3.8
455	464.5	91	92	3.7
450	454.5	90		3.6
440	449.5	88		3.5
430	439.5	86		3.4
425	429.5	85		3.3
415	424.5	83		3.2
405	414.5	81		3.1
400	404.5	80		3.0
395	399.5	79		2.9
390	394.5	78		2.8
385	389.5	77		2.7
380	384.5	76		2.6
375	379.5	75		2.5
370	374.5	74		2.4
365	369.5	73		2.3
360	364.5	72		2.2
355	359.5	71		2.1
350	354.5	70		2.0
345	349.5	69		1.9
340	344.5	68		1.8
335	339.5	67		1.7
330	334.5	66		1.6
325	329.5	65		1.5
320	324.5	64		1.4
315	319.5	63		1.3
310	314.5	62		1.2
305	309.5	61		1.1
300	304.5	60		1.0
295	299.5	59		0.9
290	294.5	58		0.8

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285	289.5	57		0.7
280	284.5	56		0.6
275	279.5	55		0.5
270	274.5	54		0.4
265	269.5	53		0.3
260	264.5	52		0.2
255	259.5	51		0.1
0	254	0	50	0

Please note, I always round up (.50 points and above are rounded to the next highest number).

### Other Information:

- **This course will be extremely fast-paced. Please pay attention to all due dates, etc. Stay on track. Respond to my e-mails. If you are having trouble, fall behind or miss an assignment, contact me as soon as possible.**
- Please note, I will hold you responsible for material in the textbook, whether I have discussed in class or not. Class time will emphasize experiential learning to further illustrate the highlights and important concepts.
- **Check your grades often to ensure accuracy. Contact me if I did not post a grade for an item you submitted.**
- Any student who may need an accommodation due to a disability should make an appointment to see me during the first few weeks of the semester. A letter from Disability Support Services authorizing your accommodations will be needed early in the semester.
- Only under exceptional circumstances (e.g. medical emergency) will a student be able to make up an exam and written documentation must be provided to support any excuse.
- All assignments are due on the date specified. **Major papers are due by 11:55 PM on the day before class.** Other assignments are due at the beginning of class unless a prior arrangement has been discussed. **Each day late will accrue 10% or a 5 point deduction, whichever is greater. Papers will not be accepted more than 5 days late, and zero credit will be given. Exams cannot be late (no credit)**
- Please submit all written assignments via Moodle.
- I will attempt to use Moodle for class discussions, posting of lectures, grade posting, etc.
- For the most part, I am fine with students bringing their cell phones or other electronics to class, as long as they are not disruptive. There are times when we will use cell phones or computers to Google relevant topics. **Personal electronics may not be used for exams.**
- You are expected to adhere to all ethical policies of the University when it comes to cheating and plagiarism. Failure to do so will result in consequences that will be very unfavorable to you. For all work, I expect you to adhere to the University's "Standards of Academic Integrity and Honesty" (see the Student Handbook on the

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web under “Code of Academic and Student Conduct”). If you are not familiar with this, I suggest you read it. Unless specified, written work and tests in this class are individual efforts.

- Additionally, I expect you to understand the concept of plagiarism. I expect proper references/citations on written assignments. For further information, there is a plagiarism tutorial located on the library webpage at <http://library.oakland.edu/tutorials/plagiarism/index.htm>
- I will be happy to review any paper or presentation prior to your actual presentation given three days review time.

**About your Instructor-Arnie Braver**

I am currently an independent Human Resource consultant, working with small and medium sized companies to help them develop their human resource functions. I help companies recruit, develop policies and procedures, solve employee relations issues, and train managers.

Prior to being an independent consultant, I was the Director of Human Resources for several mid-sized companies, in several different industries, and for profit and non-profit companies, managing full service human resource departments. I also have extensive operational management experience.

I am also on the Board of Directors for two non-profits, the Troy Nature Society and Camp Cavell Conservancy.

I have my MBA from Oakland (Go Grizzlies), my Bachelor's degree from Michigan (Go Blue). I have obtained my Senior Professional in Human Resources certification (SPHR-the highest human resources professional certification). I am a huge Tigers fan and a storyteller at Moth competitions.

I have been teaching at OU for five years. I normally teach ORG 3310. This is the first time I am teaching this class. I welcome your constructive feedback throughout the semester. I truly want to make this course a meaningful learning experience, with a focus on active learning.

Feel free to call, email or message me with any concerns, questions, or feedback. I am looking forward to teaching you about HR, which I am passionate about.

**Schedule**

**Disclaimer: Due dates are as listed. Readings are expected to be completed prior to the class date. However, actual coverage dates may change based on class discussion, interest, etc. I will notify you of any changes to the schedule.**

Week 1- January 8	Course Overview	Introductions Course/Syllabus Overview/Expectations What is OB? Intro to Menlo Innovations Initial Paper Discussion
Week 2- January 15	Chapter 1	Work in the News Chapter Review Case Discussions/Exercises
Week 3- January 22	Chapter 2	Work in the News Chapter Review Case Discussions/Exercises
Week 4- January 29	Chapter 3	Work in the News Chapter Review Case Discussions/Exercises
Week 5 February 5	Chapter 4	Work in the News Chapter Review Case Discussions/Exercises <b>Cool Places to Work Paper Due 2/4/18 11:55 PM</b>
Week 6- February 12	Chapter 5 & 6	Work in the News Chapter Review Case Discussions/Exercises
Winter break	<b>NO CLASS</b>	
Week 7- February 26	Chapter 7	Work in the News Chapter Review Case Discussions/Exercises
Week 8- March 5	Chapter 8 & 9	Work in the News Chapter Review Case Discussions/Exercises <b>Midterm Essays Due 3/4/18 11:55 PM</b>
Week 9- March 12	Chapter 10	Work in the News Chapter Review Case Discussions/Exercises <b>Book Report Due 3/10/18</b>

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Week 10- March 19	Chapter 11& 12	Work in The News Chapter Review Case Discussion/Exercises
Week 11- March 26	Chapter 13 & 14	Work in The News Chapter Review Case Discussions/Exercises
Week 12- April 2	Chapter 15& 16	<b>Guest Speaker</b> Work in the News Chapter Review Case Discussions/Exercises
Week 13- April 9	Team Presentations	Work in the News Chapter Review Case Discussions/Exercises
Week 14- April 16	Team Presentations Final Review	
April 23	<b>Final Exam</b>	Final Essays available 4/18/18 12:01 am due 4/23/18 11:55pm Multiple Choice: 4/23/18 1:20PM