

**OAKLAND UNIVERSITY**  
**HRD 4200– Change Process and Organizational Analysis**  
Winter 2018  
Thursdays 6:30 – 9:50pm

SFH 271

**Instructor** Frank P. McGeogh

**Contact Information** 248-613-8785 cell [mcgeogh@oakland.edu](mailto:mcgeogh@oakland.edu) or [fmcgeogh@comcast.net](mailto:fmcgeogh@comcast.net)

**Office Hours** Before class or by appointment

**Instructor  
Biography**

Employed at General Motors Corporation 38 years. Human Resource Director last 25 years at various locations. Labor Relations; Executive Coach; Career Development and Recruiting; Organization Development; Training and Development; Compensation; Employment Relations

BA: University of Detroit

MA: Wayne State University

Advanced Human Resource Development Program: University of Michigan

Executive Development Program: University of Illinois

**Course Description** This course introduces organizational behavior as it relates to managing individuals, people in a global economy, social processes, decision making, and evolving organizations. Group exercises, academic lectures, student presentations and class discussion will enable students to learn principles and systems.

**Required Text** Kinicki, A & Fugate, M. (2013) *Organizational Behavior: Key Concepts, Skills & Best Practices 5th ed.* New York, NY: McGrawHill/Irwin. (All editions except the International are acceptable).

**Supporting Information** Other handouts and online links will be provided as required to supplement the textbook through MOODLE.

**Course Objectives** After completing this course, students will be able to:

- Describe the three general types of organizational culture and their associated normative beliefs.
- Distinguish between self-esteem and self-efficacy.

- Discuss the job performance model of motivation.
- Identify five practical lessons to be learned from goal-setting research.
- Demonstrate knowledge of positive reinforcement, negative reinforcement, punishment, and extinction, and explain behavior shaping.
- Explain how a group becomes a team, and identify five teamwork competencies.
- Discuss the primary sources of nonverbal communication.
- Describe the difference between transactional and transformational leadership and discuss how transformational leadership transforms followers and work groups.

### **Assignments**

All assignments are due on the day assigned. There is an automatic deduction of points (10% of the point value for that assignment rounded up for missed deadlines). No assignment will be accepted after the last day of class. Please use current APA (American Psychological Association) guidelines for formatting, as this is the HRD Department standard. Include a cover page as indicated in the guidelines; staple document for submission. All assignments are to be 12-point font, double-spaced, with 1" margins. Please proofread your papers for grammatical errors prior to handing in papers. **Grammar/Readability will play a part in your grade.** Students are expected to uphold the principles of academic integrity by exercising academic honesty at all times. Please observe the University's regulations regarding plagiarism.

### **ADA**

Anyone who has, according to official documentation from the university, a disability that may require some modification or seating, testing or other class requirement should see the instructor after the first class meeting, so that reasonable accommodations may be made.

### **Attendance**

I assume that you are a responsible adult actively engaged in the learning process and that you are interested in being so engaged during class time to optimize your learning. It is therefore required that you come to class prepared, having completed assigned reading of the text, and support your classmates in discussion of the material etc. This requirement will play a part in your grade. Ten (10) points will be deducted for each partial class missed-more than 2 classes missed could lead to course failure.

### **Academic Conduct Policy**

All members of the academic community at Oakland University are expected to practice and uphold standards of academic integrity and honesty. Academic integrity means representing oneself and one's work honestly. Students are advised to read the entire Oakland University

Academic Conduct Policy, which can be found at page 77 of the Undergraduate Catalog.

**Evaluation & Grading**

You will be evaluated based upon Individual and Team performances, the quality of your work and class participation.

<u>Grading</u>	<u>400 Point total</u>
Midterm	50 points
Organization Behavior Research Paper	50 points
Final	100 points
Team Presentation	100 points
Class participation	50 points
Quizzes	50 points

**Class Participation**

Class participation will be graded on the basis of your active involvement in the class, and your team's readouts of recent organizational behavior articles. Each team is expected to research and bring to class a copy of a recent article dealing with a current organization behavior issue. Teams will be called on to give a brief synopsis of the article during class.

Active involvement in all aspects of class is expected. Enter into the discussion enthusiastically, share your experiences, provide constructive feedback and receive it openly.

This course relies heavily on student participation in the learning process and each student must come to class prepared to discuss all assigned readings. Consistent attendance plus careful preparation by each student are essential to the learning experience of the entire class. To earn participation points, students must take an active role in their learning by participating and contributing in the discussions. Effective participation can take a variety of forms including asking thought-provoking questions, sharing real-world experiences and observations that relate to the topics presented, or addressing questions raised by others. Your goal should be to make contributions to the current topic that enhance and bring new perspectives to the discussion. Participation points will be allocated based on preparation, and quality and quantity of contribution to the discussions.

**Team  
Presentation**

Each team will select a relevant Organizational Behavior topic (approved by the instructor). The presentation will include the following:

- 20 minute Power Point presentation
- Team Paper (Executive Summary 3-4 pages)
- Actively involve the class
- A minimum of 10 slides
- Adequate font and design required
- Evaluation criteria: topic delivery, visual aids, appropriate content, & overall presentation
- Citations in APA style using a minimum of 5 sources
- References and slides to be handed-in (hard copy)

Scoring for the Team Presentation:

Content/Presentation:	50
Member Participation:	25
Team Paper:	10
Presentation Materials:	<u>15</u>
Total:	100

**Exams**

The exams will be a combination of multiple choice, short answer and essay. The exact nature of the exams is subject to change based upon class needs, performance and the material we cover.

**Quizzes**

There will be 5 quizzes worth 10 points each. Quizzes will be short questions based on the chapter assigned for that class. Should you miss a quiz, and wish to make up for the lost points ,you may write a brief review (1-2) pages of the missed chapter. You will then receive your average quiz score for the missed quiz. **This may be done 1 time only.**

## Organization Behavior Research Paper

Each individual will be responsible for completing a comprehensive review of an Organization Behavior topic. Topics will be discussed in class and require instructor approval in advance. The paper should be 5-7 pages in length and be a thorough review of an Organization Behavior issue, process, or other such topic that includes your thorough research and analysis of the subject. It is required that a minimum of 5 sources be utilized and documented in your review. **The paper should be well organized and offer a clear introduction, review , and summary of the subject that you have chosen.** The requirements for this assignment will be discussed in class and various topic choices reviewed.

### Schedule HRD 4200 Winter 2018

1	1/4/18	Course Overview/Introduction <b>Team Selection/Project+WSJ</b>	Syllabus Review
2	1/11/18	Group Meeting /Team Topic Discussions Team Preparation Night	Topic Preparation
3	1/18/18	People Centered Manager/Workplaces <b>WSJ Group presentation/discussions begin</b> <b>Individual article reviews begin-"A"group</b>	Chapter 1 Choose Presentation Topic Article Discussions "A"
4	1/25/18	Organization Culture, Socialization, Mentoring & Developing Global Managers	Chapter 2-3 Article Discussions "B" <b>Quiz #1 Chapter 1</b>
5	2/1/18	Understanding Social Perception Managing Diversity	Chapter 4 Article Discussions "C" <b>Quiz #2 Chapters 2-3</b>
6	2/8/18	Appreciating Individual Differences;	Chapters 5 & 6

		Self- Concept, Personality Emotions Motivation 1; Needs Jobs Design, Intrinsic Motivation, Satisfaction	Article Discussions "A" <b>Quiz #3 Chapter #4</b>
7	2/15/18	Motivation 2; Equity, Expectancy, Goal Setting Improving Performance with feedback, reward and positive reinforcement	Chapters 7 & 8 Review Article Discussions "B" <b>Quiz #4 Chapters 5-6</b> <b>Mid-Term posted on</b> <b>moodle (Chapters 1-8)</b>
8	3/1/18	<b>Mid -Term due at class start</b> Effective Groups and Team Work	Chapters 9 Article Discussions "C"
9	3/8/18	Making Decisions	Chapter 10 Article Discussions "A"
10	3/15/18	Managing Conflict and Negotiating Communicating in the Internet Age	Chapter 11 & 12 Article Discussions "B" <b>Quiz #5 Chapters 7-10</b>
11	3/22/18	Influence and Politics Leadership <b>Team Presentations</b>	Chapter 13 & 14 Article Discussions "C"
12	3/29/18	<b>Organization Behavior Research Paper Due</b> Designing effective Organizations Managing Change Organizational Learning <b>Team Presentations</b>	Chapters 15 & 16 Article Discussions
13	4/5/18	<b>Team Presentations</b>	
14	4/12/18	<b>Complete Final by 4/19</b>	Final Posted on Moodle