

Argosy University
COURSE SYLLABUS

B6125

Leadership and Organizational Behavior

Faculty Information

Faculty Name:

Campus:

Contact Information:

Office Hours:

Short Faculty Bio:

Course description: This course includes an exploration of the diverse determinants and organizational consequences of both individual and group behavior within formal organizations. Emphasis is on theories, concepts, and empirical findings from behavioral theory that will help leaders understand and motivate members and teams of an organization. Featured in this course are case studies of actual business situations.

Course Pre-requisites: None

Required Textbook:

IMPORTANT: You are not required to purchase the textbook for this course. Your textbook will be available to you as an electronic book with your fully online or blended course on the eCollege platform.

McShane, S. & Von Glinow, M. A. (2009). *Organizational behavior (5th ed.)*. McGraw Hill.

Course length: 7.5 Weeks

Contact Hours: 45 Hours

Credit Value: 3.0

Program Outcomes:

1. Communication
 - 1.1. Oral/Written – Present business information orally and in writing using appropriate technology that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the business context
2. Critical Thinking/Problem Solving
 - 2.1. Critical Thinking – Incorporate and synthesize information, theory, and practice in order to implement appropriate business actions
 - 2.2. Problem Solving/Decision Making – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, and determine and defend appropriate course of action
 - 2.3. Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems
3. Team
 - 3.1. Leadership – Describe the requirements of team members and leaders to work effectively and creatively in achieving team goals
 - 3.2. Collaboration – Collect, categorize, and consider the views of all stakeholders
4. Ethics
 - 4.1. Ethics – Identify the ethical principles related to personal and corporate behavior in specific business situations and explains the potential consequences
5. Diversity
 - 5.1. Diversity – Identify the impact of both cultural and economic factors on the modern enterprise and explain the potential consequences
6. Analysis/Application
 - 6.1. Applied Technology – Select and defend business technology solutions to typical business problems
 - 6.2. Integration – Describe the interrelationship of the functional business areas of statistics, accounting, finance, marketing, operations, and strategy within the context of specific organizational goals

**Concentration
Management**

7. **Organizational Constructs**
 - 7.1. Given a specific business case or scenario, integrate managerial strategies with organizational objectives

Course Objectives:

1. Given the diverse factors shaping and sustaining organizational behavior, examine and assess the roles organizational structure, design and culture play and how leadership forms and maintains those three components (Program Outcomes: 1.1; 2.1; 5.1).
2. Given a leadership role, explore how decision-making and creative behavior is best supported and sustained within organizations; assess the value of these two behaviors to organizations (Program Outcomes: 1.1; 2.2; 2.3; 5.1).
3. Examine the effects of individual behaviors, personality, emotions, values/ethics and attitudes on given business situations; analyze the role leadership plays in managing

4. Assess and apply the concepts, theories, models and practices of motivation to given business situations. Examine the role leadership plays in motivating individuals and teams in those circumstances and the ethical aspects of motivating individuals and teams/groups (Program Outcomes: 1.1; 2.2; 3.1; 4.1; 5.1).
5. Analyze the dynamics of effective teamwork and the determinants of high performance teams in various case studies; assess the role of effective organizational and team communications on the outcomes of high performing teams. Examine the role of leadership on the behaviors of high performance teams (Program Outcomes: 1.1; 2.1; 3.1; 3.2; 5.1).
6. Analyze, in given business situations, the role of leadership in managing change and individual and organizational stress; apply appropriate, ethical leadership solutions/strategies in those situations (Program Outcomes: 1.1; 2.2; 2.3; 4.1; 5.1).
7. Examine and assess the role of leadership in individual and organizational conflict management, in various case studies; explore appropriate, ethical leadership solutions/strategies in those studies (Program Outcomes: 1.1; 2.2; 4.1; 5.1).
8. Examine the effects of internal and external change on individuals and organizations, in certain case studies. Explore and assess the ethical issues leadership faces in those situations (Program Outcomes: 1.1; 2.3; 4.1; 7.1).

Assignment Table

Unit	Module Topics	Readings	Assignments
1	<ul style="list-style-type: none"> • Examine and assess the affects on individual and group/team behavior of: <ul style="list-style-type: none"> ○ Organizational structures and designs ○ Organizational cultures • Explore the ways in which decision making and creativity are supported and sustained in organizations <ul style="list-style-type: none"> ○ Organizational Learning 	McShane & Von Glinow: <ul style="list-style-type: none"> • Chapters 7, 14, 13 	
2	<ul style="list-style-type: none"> • Explore the ways in which the following factors affect organizations: <ul style="list-style-type: none"> ○ Individual behaviors ○ Personality ○ Emotions <ul style="list-style-type: none"> a. Emotional Intelligence ○ Values/Ethics ○ Attitudes <ul style="list-style-type: none"> a. Appreciative Inquiry 	McShane & Von Glinow: <ul style="list-style-type: none"> • Chapters 2 & 4 	
3	<ul style="list-style-type: none"> • Analyze, compare and contrast various concepts, theories, models and practices of motivation: 	McShane & Von Glinow <ul style="list-style-type: none"> • Chapters 5 	

	<ul style="list-style-type: none"> ○ Maslow’s Hierarchy ○ McGregor’s Theory X, Theory Y ○ Herzberg’s Two-Factor Theory ○ Alderfer’s ERG Theory ○ McClelland’s Theory of Needs ○ Locke’s Goal-Setting Theory ○ Thomas’ Intrinsic Motivation Model ○ Vroom’s Expectancy Theory ● Examine the role of leadership in choosing, applying and maintaining motivational methodologies and the ethical issues and ramifications of motivating individuals and teams/groups 	& 6	
4	<ul style="list-style-type: none"> ● Examine and assess the individual and organizational factors that shape and maintain team behaviors <ul style="list-style-type: none"> ○ Group Think ● Analyze the determinants of high power teams ● Explore and assess the value of effective organizational and team communications on outcomes <ul style="list-style-type: none"> ○ On-site Teamwork ○ Virtual Teamwork 	<p>McShane & Von Glinow</p> <ul style="list-style-type: none"> ● Chapters 6, 8, 9 	
5	<ul style="list-style-type: none"> ● Examine the effects of stress on individuals and organizations <ul style="list-style-type: none"> ○ Professional factors ○ Personal factors ● Explore the role of leadership and the ethical issues leaders face in managing individual and organizational stress 	<p>McShane & Von Glinow</p> <ul style="list-style-type: none"> ● Chapters , 10, 15 	
6	<ul style="list-style-type: none"> ● Examine the effects of internal and external changes on individuals and their organizations <ul style="list-style-type: none"> ○ Forces of change <ol style="list-style-type: none"> a. Nature of today’s workforce b. Globalization c. Technology d. Mergers, alliances and acquisitions 	<p>McShane & Von Glinow</p> <ul style="list-style-type: none"> ● Chapter 15 	

	<ul style="list-style-type: none"> e. Social trends f. Global politics • Explore the ethical issues of leading individuals and organizations into and through change <ul style="list-style-type: none"> ○ Individual and organizational resistance to change ○ Change management concepts, models and practices <ul style="list-style-type: none"> a. Lewin’s Three-Step Model b. Action Research c. Organizational Development d. Systems Approach/ Learning Organizations (Single/ Double-Loop Learning) 		
7	<ul style="list-style-type: none"> • Examine current and future leadership issues in organizational behavior <ul style="list-style-type: none"> ○ Globalization ○ Workforce demographics and dynamics ○ Establishing and maintaining trust ○ Participatory/shared leadership ○ Servant leadership ○ Ethical and moral leadership 	<p>McShane & Von Glinow</p> <ul style="list-style-type: none"> • Chapter 12 	
8	<ul style="list-style-type: none"> • Synthesize the essential characteristics and skills, learned and developed in this course, into a cohesive image of the leaders of current and future organizational behaviors 	<p>McShane & Von Glinow, Review all chapters; Review all additional assigned course readings</p>	

Grading Criteria

Grading Scale
Grading requirements

A	100 – 93
A-	92 – 90
B+	89 – 88
B	87 – 83
B-	82 – 80
C+	79 – 78
C	77 – 73
C-	72 – 70
F	69 and below

<i>Attendance/participation</i>	<i>25%</i>
<i>Weekly Assignments</i>	<i>20%</i>
<i>Final paper</i>	<i>35%</i>
<i>Optional</i>	<i>10%</i>
<i>Optional</i>	<i>10%</i>
	<i>100%</i>

Library

All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.

All resources in Argosy University's online collection are available through the Internet. Students can access the online collection by logging into the student portal and clicking on the library link. Library Resources: Argosy University's core online collection features over 48, 889 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarian.

Academic Policies

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through "Turnitin," (www.turnitin.com), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

Americans with Disabilities Act Policy

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director

of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student's responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

The Argosy University Statement Regarding Diversity

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.