



BUS620: ORGANIZATIONAL BEHAVIOR (Writing Intensive) Spring, 2025

Professor: Dr. K. M. Kilcrease
Department: Business and Public Affairs
Credits: 3 (a minimum of 45 hours of student academic work per credit per term)
Class Time: Tuesdays, 9:10 am – 12:00 pm Face to face; two classes are online (synchronous)
Room: 302
Duration: 1/21 – 4/29
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Office: 512
Office Hours: Tuesdays: 12:30 am- 2:00 pm; Other times by appointment.
Course Prerequisite: Completion of introductory business core

Text: Glinow, Mary, & McShane, Steven (2024). *Organizational Behavior* (10th ed.). Boston, MA: Irwin McGraw-Hill.

Course Objective: The behavioral aspects of management are examined at the micro and macro levels. Specific areas of concern such as work force motivation, decision-making, leadership and conflict resolution are studied both theoretically and experientially. Students will also investigate the impact of group behavior on organizational effectiveness and how conflict is resolved within groups.

Course Learning Outcomes:

Upon successful completion of this course, the student will have demonstrated the ability:

- to discuss the development of the field of organizational behavior and explain the micro and macro approaches
- to analyze and compare different models used to explain individual behavior related to motivation and rewards
- to identify the processes used in developing communication and resolving conflicts
- to explain group dynamics and demonstrate skills required for working in groups (team building)
- to display effective writing skills for project reports.
- to show cogent presentation methods and techniques in the classroom through the project report.
- to identify the various leadership styles and the role of leaders in a decision-making process.
- to explain organizational culture and describe its dimensions and to examine various organizational designs
- to discuss the implementation of organizational change.

Canvas Application: the class meets once a week face-to-face. A few class sessions will be in asynchronous format (recorded). Your exams will be taken online, and they are open books and open notes. You will be expected to establish a Canvas account before the first day of the term and maintain a constant online presence thereafter. The main website for Canvas access is: <https://mycourses.unh.edu/>. I will be posting PowerPoint files (found under “Modules”). All assignments are to be turned in via the upload icon for the assignment found under the corresponding week’s module in Canvas (DO NOT send the assignment to the professor’s email). Assignments are due no later than 9:10 am on the due date, and NO LATE WORK IS ACCEPTED. Assignments will be returned via your Canvas account once they are graded. Comments on your assignments will be found on the document itself in bubble format. Move your document bar to the left if you don’t see the comments.

Course Procedures: in-class activities combine lectures (no longer than half of the class), informal discussions, group discussions, and written and oral question analysis based on exercises from the text. You can also check your assignments and final grades through Canvas.

Course Policies

1. For in-class and online sessions, work is to be handed in via Canvas no later than 9:10 a.m. on the due date. Work not handed in during these time periods will not be accepted, and a grade of zero will be given. The time policy will be strictly enforced. You have the schedule of assignments in the syllabus, so if you know you have an increase in obligations during the week, **please complete your assignments early.**
2. Please contact me if you have any concerns or foresee a need for special consideration or unusual circumstances. Those with potential work-related conflicts or possible child-care challenges should see me as early as possible to discuss these issues. You are responsible for being in class or online when exams are given. **Missed exams may not be made up or rescheduled.**
3. DO NOT miss a class, as doing so will lower your participation score. Students may be excused for ill health, personal emergencies, and important religious holidays and/or observances, as discussed with the instructor.
4. Use of AI in the class. You can use AI for your writing improvement purposes (AI will not be able to help you when answering case questions). However, please note at the end of your case if you used AI for this purpose (no points are taken off if this is the case).

Style and Citation Format: formal APA rules of scholarship and style (*Publication Manual of the American Psychological Association*, 7th edition) will apply to all assignments. The text must be cited for the case studies and your project paper when your answer (theory) comes from its pages. A great resource can be found at [APA Purdue Owl](#). All quoted material should be enclosed in quotation marks or, if more than three lines, indented and single-spaced (blocked). Quotations must be accompanied by a reference to the source (author's last name, year). All material paraphrased (i.e., ideas from a source transcribed into the student’s words) must also be accompanied by a reference note. I expect you to exhibit ethical and honest work habits at all times. All homework that uses the text MUST be referenced.

The Business Program at UNH Manchester holds a **Zero Tolerance** policy concerning academic misconduct or misrepresentation. At a minimum, any confirmed violation of academic integrity will result in a failing grade for this class and may lead to expulsion from the Business major

and/or dismissal from the university. If you are at all uncertain about the definition of misconduct, plagiarism, “cheating,” or “academic dishonesty,” please refer to the student handbook or the university website for a full description (at: <http://www.unh.edu/student/rights/rrr0506.pdf>). Please be aware that this issue is extremely serious, and any confirmed incidents will be referred to the appropriate university administrator for additional disciplinary action, including the possibility of dismissal from the university, **EVEN FOR A FIRST OFFENSE!**

CAE: The University is committed to providing students with documented challenges equal access to all university programs and facilities. If you think you have a disability requiring accommodations, you must register with the Student Accessibility Services (SAS) office. The Student Accessibility Coordinator at UNHM is Jenessa Zurek. Please contact the SAS office via email at jenessa.zurek@unh.edu for registration information and disability-related questions.

Assignments and Grading: you will be given many opportunities to exhibit your knowledge and understanding of the material in the text and class lectures. This will be accomplished through case studies, three examinations, a group paper (with presentation), critical thinking exercises, quizzes, and in-class and online participation. Grades will be determined as follows:

| | <u>Percent of Grade</u> |
|--------------------------|-------------------------|
| Case Studies (5) | 30% (6% each) |
| Exams (2) | 30% (15% each) |
| Research Paper | 30% |
| & Presentation | 5% |
| Participation (in-class) | <u>5%</u> |
| | 100% |

Case Studies

The five case assignments can be found in the course outline section of the syllabus. The cases can be found at the end of the text. After reading the case, give a one-paragraph overview, and then answer each of the questions in the course outline section (using APA citations when appropriate). Please separate each question with a number. This assignment must be typed (11 font), double-spaced, and have a cover page. The assignment should be approximately two pages long. The assignment is due no later than 9:10 am on the due date. If the assignment is not in on time, no credit will be given. Further, the completed case will be turned in via the upload icon for the assignment found under the corresponding week’s module in Canvas (DO NOT send the assignment to the professor’s email). Assignments will be returned via your Canvas account after grading. Please ensure your last name is first on the filename, followed by the assignment name.

Examinations

The two examinations will consist of five to seven short essay questions taken online via Canvas. The exams will be based on the text readings and class discussions. The exams are open book and notes; consequently, there is no review. However, because you have the materials in front of you, you will need more quality for your answers than a closed-book exam. The exams are embedded in the Canvas modules (Module 8 for the midterm and Module 15 for the final) and must be accessed at 9:10 am. These are three-hour timed exams, so you have until noon to complete the exams. Specific instructions on how to complete the exam will be given on the exam itself.

Research Paper

Individually, you are to identify an organization that you work for currently, have worked for in the past, or someone you know who works for a current company. You are to identify a failure

the organization may be going through or some change or challenge that could lead to an organizational failure. You are to use the text and creatively use theories from the text to solve the problem(s). Because the problem will be based on OB, the answer should have OB principles and theories (for example, don't use a theory found in production/operations management or marketing). This paper should be approximately 10 to 12 pages long (11 font), double-spaced, and have a cover page. The paper will be uploaded in Canvas. The essence of the paper should be as follows:

- I. History of the company (brief)
- II. Problem(s) identification
- III. OB solution(s) to the problem(s)
- IV. Application process for implementation of the solution(s)
- V. Critiques of the solution(s)

Your topic proposal will be emailed to the professor in class on Feb 11th. The paper is due on Nov 22nd at 9:10 a.m. via Canvas upload under Module 13. A formal presentation of the results will also be given at that time (no longer than 5 minutes; PowerPoint delivery). Please submit your PowerPoint notes under Module 13 at 9:10 a.m. via Canvas upload.

Participation

Weekly participation is required. During in-class meetings, students will turn in work from exercises (in both large and small groups). If you miss a class, this work cannot be made up and will impact your discussion grade. The discussion quality will be applied to your overall participation grade.

Grades (including final grades) are based on the following distribution:

| | | | | |
|-------------|------------|------------|------------|--------------|
| A+ = 97-100 | B+ = 87-89 | C+ = 77-79 | D+ = 67-69 | F = below 60 |
| A = 93-96 | B = 83-86 | C = 73-76 | D = 63-66 | |
| A- = 90-92 | B- = 80-82 | C- = 70-72 | D- = 60-62 | |

Please be advised that final grades round up only from only .5 and above.

Course Outline and Assignments

| <u>Date</u> | <u>Assignment Due</u> |
|--------------------|---|
| Jan 21 | (Module 1) Introduction and orientation to the course Chapter 1 In-class exercises |
| Jan 28 | (Module 2) Chapter 2 Case #1 Due by 9:10 am: p. 71 – Personality and Values at Bridgewater Associates, questions 1, 2, and 3. |
| Feb 4 | (Module 3) Chapter 5 In-class exercises An examination of the research paper and its contents |

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| Feb 11 | (Module 4) Chapter 4 Case #2 due by 9:10 am: pp. 149-150 – Diana’s Disappointment: The Promotion Stumbling Block, Questions 1 and 2. *Turn in the topic proposal for the research paper by 1:00 pm via the professor’s email |
| Feb 18 (asynchronous) | (Module 5) Listen to the Recorded Lecture from Chapter 8 In-class exercise |
| Feb 25 | (Module 6) Chapter 7 Case #3 due at 9:10 am: p. 268 – Dogged By the Wrong Problem, Questions 1 and 2. In class exercise |
| Mar 4 | (Module 7) Guest Speaker TBD |
| Mar 11 | (Module 8) MID-TERM EXAM (Chapters 1, 2, 4, 5, 7, and 8) 9:10 am – 12:00 pm |
| Mar 18 | NO CLASS - SPRING BREAK |
| Mar 25 | (Module 9) Read Chapter 9 Case #4 due by 9:10 am: pp. 420 – 421 – Discord Investments, Questions 1 and 2. In class exercise |
| Apr 1 | (Module 10) Read Chapter 11 In-class exercise |
| Apr 8 | (Module 11) Chapter 10 Case #5 due by 9:10 am: pp. 456-457 – IBEXTEL, Questions 1 and 2. In class exercise |
| Apr 15 | (Module 12) Chapter 12 In class exercise |
| Apr 22 | (Module 13) INDIVIDUAL PROJECT PRESENTATION AND PAPER DUE (Upload paper separately on Canvas by 9:00 am) Chapter 13 (do not read, we will cover this in class) In class exercises Course evaluations on-line (Note: you have two weeks after the last class before you take the final exam) |
| Apr 29 (Asynchronous) | (Module 14) Chapter 15; Listen to Chapter 15 recorded lecture. |
| May 13 | (Module 15) FINAL EXAM (Chapters 9, 10, 11, 12, 13, and 15) 9:00 am – 12:00 pm. |

