Organizational Behavior  
Spring 2010 (RA4/304)

The Institute of International Management is dedicated to providing a quality teaching and research environment to provide students with a broad, integrated knowledge of management in preparation for successful careers in business, government or academia.

General Program Learning Goals (goals covered by this course are indicated):

| x | 1 | Graduates should be able to communicate effectively verbally and in writing. |
| 2 | Graduates should solve strategic problems with a creative and innovative approach. |
| x | 3 | Graduates should demonstrate leadership skills demanded of a person in authority. |
| 4 | Graduates should think with a global management perspective. |
| x | 5 | Graduates should possess the necessary skills and values demanded of a true professional. |

Course Time: Tue. 09:10-12:00 (Elective, 3 Credits)  
Office hours: 12:30-15:30 Tuesday and by appointment
Classroom: 62401  
Course TA: Alvaro Almengor
Instructor/Facilitator: Hao-Chieh Lin, PhD  
TA’s email: alvaroalmengor@hotmail.com
Email address: linhjtw@ncku.edu.tw
Skype: linhjtw

Course Description

Organizational behavior (OB) concerns the human side of management sequence. The course will discuss human behavior in organizations and focuses on the person, dyad, group, and collective levels of analysis as ways to understand and manage organizational behavior. Class sessions will center on lecture, cases, exercises, and discussion, but will include self-reflections, activities, and videos. Participants' questions and engagements are highly welcome, encouraged, and expected.

Course Objectives

The objectives of this course include the following:
1. A framework for understanding organizational and managerial problems. OB provides a knowledge base of theories and concepts that help to understand individual, group and organizational processes and their relationships with performance.
2. Diagnostic skills. This involves applying OB knowledge to problem diagnosis and developing action plans.
3. Self-knowledge and understanding of individual differences. This includes increased self-understanding and appreciation of diversity and applying these to enhance personal, group, and organizational excellence.
4. Reflective thinking skills. This involves contemplative thought on OB topics to encourage critical thinking and recognition of OB’s relevance in the “real world.”
5. Team skills. This involves acquiring an understanding of group dynamics and experience in managing both task and maintenance functions in a team.
Course Requirements

1. Participation and Engagement
   - The course has great interactive elements. I believe that it’s our collective efforts that can make the class successful. I also believe it’s “we” not “I” can maximize the learning effectiveness. Therefore, I hope we together build a community in the class in which participants appreciate and learn from each other.
   - People learn best when they are active (not passive). Your active participation is essential to this class. Participation is more than just attending class and asking an occasional question. Full participation consists of refraining from inappropriate use of one’s laptop (e.g., web surfing, instant messaging, reading e-mail, doing assignments for other classes), demonstrating that you are prepared for each class, listening carefully, asking thoughtful questions that help you and your peers learn, responding respectfully to peers, and engaging productively in all class cases/exercises etc.
   - Studying textbook and readings before class is highly recommended. I will present textbook material and elaborate its business implications. However, I may not able to cover all the material in the textbook during course lecture. Your study prior to the class will be much helpful for participation and learning effectiveness. You are very welcome to discuss with me for all the course-related issues.
   - Self-assessments or learning logs will be assigned along with the course schedule if necessary.

2. Open book midterm exam.
   - The exam will be held on April 27th. You can bring any written documents with you. However, please turn off your electronic devices (e.g., laptop, cell phone etc.) during the exam. The primary source of exam questions is the textbook chapters (Chapter 1 to Chapter 10), the PPTs, and the concepts highlighted in each case/exercise or on the board. Two kinds of questions will be included: true/false and multiple choice.

3. Group-based case presentation and write-up
   - Participants are expected to form several groups (basically, 3 in a group). Group members are expected to be as diverse as possible.
   - We have 13 short cases and so each group needs to lead 1-2 cases. Except Case 0 (I will lead) and Case 1 (will be assigned to volunteer or by invitation), the rest of 11 cases will be assigned to groups on a lottery basis. The leading group is required to present with PPT and, most importantly, lead the discussion, which should last about 40-50 minutes in total. It is highly encouraged to find additional material to support your discussion.
   - Each group needs to discuss every case before a class. Every group needs to finish a one-page write-up for each of the assigned 7 cases, listed below. The write-up should follow the discussion questions at the end of a case.

<table>
<thead>
<tr>
<th>Group number</th>
<th>Case number for write-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odd (1, 3, 5, 7...)</td>
<td>Case 1, 2, 3, 5, 7, 9, 11</td>
</tr>
<tr>
<td>Even (2, 4, 6, 8...)</td>
<td>Case 1, 2, 4, 6, 8, 10, 12</td>
</tr>
</tbody>
</table>

* No write-up is necessary for Case 0. However, everyone needs to read it and think of the discussion questions in advance.
The write-up and the PPT need to be uploaded to the MOODLE system by 1:00pm, Monday. For the effectiveness of case discussion, you can just upload part of your PPT slides before the course and then the full PPT after the class.

Note that Case 1-8 is included in the appendix of the textbook and that I will give you the rest of cases. As you may see, every case essentially corresponds to the topic of the following week.

Each group member should contribute equally to the group. Your final grade in this area will also be based on peer review of your team members.

4. Group-based term project

The term paper can be conducted based on the following directions:

- **A real short case**: Following the writing style of the cases that we use in the class. You can find a recent business incident (e.g., TOYOTA crises), describe the background and its impact, and design a few questions for discussions. Typically, a good case is just like a story which needs to have a significant "action trigger (critical issue/decision)" or an interesting "tension." Each case should give careful & thoughtful consideration to one of the issues, ideas, and concepts discussed in class.

- **A take short case**: Except the hypothetical situations, the others are same as above.

- **A persuasive paper (using the evidence to persuade somebody else)**: Your group prepares a short persuasive paper in which you attempt to convince your (hypothetical or real) manager/boss to take a particular action related to an organizational behavior topic. Sample topics include: why team-based rewards should be used instead of individual rewards, or why workplace diversity requires a change in the way the company socializes newcomers. Note that many bosses may have little professional management training and even less knowledge of social science. Therefore, it’s your duty to present evidence-based advantages and disadvantages of your arguments.

- **Comments on an existing case (less preferred yet acceptable)**: Your group also can find an existing case and present your comments. Be alert of the copyright issue when you want to do so.

- **Others**: You can discuss with me if you are interested in doing other topics or issues relevant to our course.

**NOTE**: Your paper need to include discussion questions which will be put right after the text! Moreover, your case, paper, comments, or other reports need to be ORIGINAL. Please put your reference list at the end of the paper.

Each group needs to use the paper to lead a 20-minute discussion at either of the last two courses. The paper should be about 8-10 pages (12 point fond, double space, Times New Roman). The next group will be responsible for commenting (appreciate and criticize) on its prior group (e.g., group 2 will comment on group 1). The comments include twofold: (A) The paper itself: including the significance of the topic, the organization and writing quality, the clarity and completeness, and the consistency of the content and the discussion questions; (B) The discussion: including the PPT quality, the discussion (asking-responding) style, and the degree of peer participation. Oral comments need to be given immediately following the presentation while written comments (about 1-2 pages) need to be uploaded to the MOODLE system within a week.

Each group needs to decide its topic and formally inform of TA by May 4th. However, I encourage you to
select it as early as possible. Once a real event was chosen, the other groups need to change their targets.

- Each group member should contribute equally to the group. Your final grade in this area will also be based on peer review of your team members.
- The term paper and the PPT need to be uploaded to the MOODLE system by 5:00, June 29th.

Grading

1. Class attendance, participation, and contribution (20%)
2. Open book midterm exam. (30%)
3. Group case presentation and write-up (20%)
4. Group term project (30%)

Required Textbook

- Please respect for the copyrights

Referred Readings


Course Schedule

Week-1 (2/23) Course Introduction: What is Organizational Behavior? Why Study it?
- Robbins & Judge (2009), Chapter 1

Week-2 (3/2) Foundations of Individual Behavior
- Robbins & Judge (2009), Chapter 2
- Case 0

Week-3 (3/9) Attitudes and Job Satisfaction
- Robbins & Judge (2009), Chapter 3
- Case 1 (p. 699)
Week-4 (3/16) Personality and Values
  ◆ Robbins & Judge (2009), Chapter 4
  ◆ Case 2 (p. 701)

Week-5 (3/23) Perception and Individual Decision Making
  ◆ Robbins & Judge (2009), Chapter 5
  ◆ Case 3 (p. 703)

Week-6 (3/30) Motivation (I)
  ◆ Robbins & Judge (2009), Chapter 6 & 7
  ◆ Case 4 (p. 705)

Week-7 (4/6) Motivation (II), Emotions and Moods
  ◆ Robbins & Judge (2009), Chapter 7 & 8
  ◆ Case 5 (p. 707)

Week-8 (4/13) Foundations of Group Behavior
  ◆ Robbins & Judge (2009), Chapter 9
  ◆ Case 6 (p. 709)

Week-9 (4/20) Understanding Work Teams
  ◆ Robbins & Judge (2009), Chapter 10
  ◆ Case 7 (p. 711)

Week-10 (4/27) Open-book Midterm Exam

Week-11 (5/4) Invited Guest Speech
  ◆ Speaker: TBD
  ◆ The selection of Term Project topic is due today

Week-12 (5/11) Communication
  ◆ Robbins & Judge (2009), Chapter 11
  ◆ Case 8 (p. 713)

Week-13 (5/18) Leadership
  ◆ Robbins & Judge (2009), Chapter 12 & 13
  ◆ Case 9

Week-14 (5/25) Organizational Politics and Conflict Resolution
  ◆ Robbins & Judge (2009), Chapter 14 & 15
  ◆ Case 10

Week-15 (6/1) Organizational Structure and Culture
  ◆ Robbins & Judge (2009), Chapter 16 & 17
  ◆ Case 11
Week-16 (6/8) Talent and Change Management
   - Robbins & Judge (2009), Chapter 18 & 19
   - Case 12

Week-17 (6/15) Term Paper Presentation and Discussion

Week-18 (6/22) Term Paper Presentation and Discussion

Week-19 (6/29) No class
   - Term Project submission (written paper and PPT; upload to MOODLE system) is due by 5:00pm.

Other Policies

1. This course adopts a policy of zero tolerance for ethical misconduct.

2. Write-up and Grading
   - The 1-page case write-ups must be typed (not hand-written) and be submitted with a cover page including the
     names and student IDs of group members.
   - Write-up (and PPT) is due exactly at the prescribed time. No late submission is accepted.
   - Any questions or complaints regarding the grading must be raised within one week after the score is made
     available (not when you pick it up).
   - All write-ups should be original.

3. Attendance
   (1) You must display your name tag in front of the desk for discussion purpose.
   (2) You have to sign the attendance sheet when entering the classroom. If you sign for other participants or do not
       sign on the attendance sheet, you will be regarded as "being absent" no matter what evidence you provide to
       TA or me afterwards.
   (3) If you come in class late or leave early, your attendance may count as a half of the day.
   (4) There is no need for you to ask for apology when you are absent from class.
   (5) Participant leave (whether casual or sick leave) exceed one third (1/3) of the total course hours in a semester
       will automatically result in FAIL in the final grade.

4. Penalty for cheating
   Plagiarism will be extremely severe. Use your best judgment. If you are not sure of certain criteria or issues, consult
   me. Standard academic honesty procedure will be followed, and active cheating and/or plagiarism will
   automatically result in FAIL in the final grade.

5. You are expected to come to every class with full preparation and responsible for everything discussed in class. Be
   alert of your attendance and participation counts. You may receive a zero for absence from or lack of participation.

6. No incomplete grade under nearly all situations unless one have sound reason and documented evidence. A student
   who receives an incomplete grade must have completed or passed a significant portion of the course.

7. Pay very careful attention to your e-mail correspondence. It reflects your communication skills. Non-standard English
   such as "how r u?" in your e-mail message should be avoided. In addition, I recommend you put the class number
   and a brief summary of your question in your e-mail subject.
   For example, "Subject: RA-19/RA-319; A question on mid-term exam."
8. I will immediately discard ANY anonymous e-mails.

9. The ringing, beeping, buzzing of cell phones and/or watches during class time is extremely rude and disruptive to your fellow students and to the class flow. Please turn all cell phones and watches off or into silent mode prior to the start of class.

10. For any disability accommodations needed for the course, please notify me during the first week of the semester.