Academic Biography:
Dr. Yucel Henderson received her Doctorate degree in Organization Management with a specialty in Global Leadership from Colorado Technical University. She holds an MA degree in Management and Leadership from Webster University with a comparative analysis thesis on the American and Arab business management practices. Her Bachelor’s degree is in Architecture and Design from Bilkent University in Turkey with a minor in Environmental Design. For over a decade Dr. Henderson served in a variety of increasingly responsible positions with the Department of Defense programs in Europe and the U.S. and she spent the last few years working at executive levels with the Marine Corps. Previously, she taught as a part-time faculty member for Central Michigan University, Webster University, Southern New Hampshire University, and American College of Education. Her area of expertise include international business, organization behavior, gender and generational issues in workplace, multiculturalism, and cross-cultural leadership. Dr. Henderson’s research interest is in initial trust formation between socio-culturally diverse work groups and cross-cultural marketing. Dr. Henderson is proud to be part of the MSA team at Central Michigan and takes this opportunity as the next step in her colorful career. Central Michigan University’s core values - “integrity, respect, compassion, inclusiveness, social responsibility, excellence and innovation” - align with her own and they were the driving force behind her decision to join this exceptional academic community.

Identifying Information

Course: MSA 601
Course Title: Organizational Dynamics & Human Behavior
EPN: 22379484
Term: Spring II 2020
Location: Rowe Hall, 229
Course Dates: 17 March- 5 May, 2020
Course Days and Times: Tuesdays, 5:30PM-10:20PM
Prerequisites: None
Blackboard:

Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you before the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser, and enter https://blackboard.cmich.edu/webapps/login/. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at https://blackboard.cmich.edu/webapps/login/.

Textbooks and Instructional Materials


Publisher: Pearson

Required: Yes

MSA 601 ISBN Information


Course Description

Students examine and apply organizational theories aimed at understanding and analyzing human behavior in complex organizations.

Please click on the video to get an idea of Organizational Behavior!
Course Goals and Objectives

Upon successfully completing this course, the student will be able to:

1. Examine, understand, and apply various organizational theories and concepts including decision making/problem solving, motivation, leadership, team building, goal setting, conflict management, effective communication, and organizational change.
2. Critically evaluate administrative contexts and events in modern complex organizations, including the concept of organizations as systems.
3. Appraise potential limitations of current organizational theories as they apply to modern multicultural and international organizations.
4. Compare the range of possible structures and processes for meeting the goals and missions of organizations, including the role of change and change processes in organizations.
5. Analyze the effects of individual, interpersonal, group/team, and organizational dynamics and interaction on organizational functions, productivity, and culture.
6. Investigate and apply the primary characteristics, styles, and strategies of effective leadership to make appropriate decisions and plans for coordinating organizational goals and mission accomplishment.
7. Determine the range of problems in the workplace that can be solved through an understanding of employee behavior and how that behavior affects the organization/system.
8. Demonstrate reasonable solutions to organizational dynamic problems using appropriate facts, concepts, principles, analytic techniques, and theories.
9. Predict and discuss ethical issues involved in organizational dynamics and human behavior.

Methodology

This course is taught through a mix of lectures, discussions, video presentations, and individual & group assignments. All materials are available on the Blackboard course site. Rubrics for each assignment are posted with the assignment instructions on Blackboard and used for evaluation. This course is placed at the graduate level to reflect the social and intellectual maturity required to integrate and synthesize knowledge, skills, and applications with real-world experiences. The student is expected to critique, analyze and construct supporting documents on theoretical and practical aspects of training, development and assessment subject matter.
Course Outline/Assignments

The compressed course will begin on Tuesday, 17 March, 2020 and ends on 5 May, 2020. Please make a concerted effort to adhere to the course outline and assignment due dates, which are on the blackboard. No assignments are accepted after 5 May, 2020, 11:59 PM EST.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic(s)/Readings/Tasks</th>
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<tbody>
<tr>
<td>0</td>
<td>Review Syllabus</td>
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<tr>
<td></td>
<td>Purchase Textbook</td>
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<td></td>
<td>Familiarize with Blackboard</td>
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<tr>
<td>1</td>
<td>Read Chapters 1-2: What is Organizational Behavior; Diversity in Organizations</td>
</tr>
<tr>
<td>3/17/20</td>
<td>Teams formed for the group project. Establish contact with your group members</td>
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<tr>
<td>2</td>
<td>Read Chapters 3-5: Attitudes and Job Satisfaction; Emotions and Moods; Personality and Values</td>
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<tr>
<td>3/24/20</td>
<td>Research Topic Approval due by Sunday, 29 March 2020</td>
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<td>Philosophy Paper due Sunday, 29 March, 2020</td>
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<td></td>
<td>Group Project Due: Submit projects via Blackboard by Tuesday, 24 March 2020</td>
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<tr>
<td>3</td>
<td>Read Chapters 6-8: Perception and Individual Decision Making; Motivation Concepts; Motivation: From Concepts to Applications</td>
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<tr>
<td>3/31/20</td>
<td>Critical Analysis Assignment – Employee Motivation- due Sunday, 5 April 2020</td>
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<td>Group Project Due: Submit projects via Blackboard by Tuesday, 31 March 2020</td>
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<tr>
<td>4</td>
<td>Read Chapters 9-11: Foundations of Group Behavior; Understanding Work Teams; Communication</td>
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<tr>
<td>4/7/20</td>
<td>Group Project Due: Submit projects via Blackboard by Tuesday, 7 April 2020</td>
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<tr>
<td>5</td>
<td>Read Chapters 12-13: Leadership; Power and Politics</td>
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<tr>
<td>4/14/20</td>
<td>Critical Analysis Assignment – Leadership- due Sunday, 19 April 2020</td>
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<td>Group Project Due: Submit projects via Blackboard by Tuesday, 14 April 2020</td>
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<tr>
<td>6</td>
<td>Read Chapters 14-15: Conflict and Negotiation; Foundations of Organization Structure</td>
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<tr>
<td>4/21/20</td>
<td>Group Project Due: Submit projects via Blackboard by Tuesday, 21 April 2020</td>
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<tr>
<td>7</td>
<td>Read Chapters 16-17: Organizational Culture; Human Resource Policies and Practices</td>
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<tr>
<td>4/28/20</td>
<td>Group Project Due: Submit projects via Blackboard by Tuesday, 28 April 2020</td>
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<td></td>
<td>Research Paper due Sunday, 3 May 2020</td>
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<tr>
<td>8</td>
<td>Read Chapter 18: Organizational Change and Stress Management</td>
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<tr>
<td>5/5/20</td>
<td>Research Paper Presentations due, Tuesday, 5 May 2020</td>
</tr>
</tbody>
</table>

Assignment Details:

Group Project/ Chapter Presentations (Assignment due date varies per group, 100 Points)

The first week of class, students will be divided into groups and assigned chapters to present, beginning in Week 2. Each group will decide how they are going to present their assigned chapters. The presentations should be approximately 10 slides in length. Duration of presentations should be approximately 45-60 minutes long and they should include visual presentation (i.e. PowerPoint presentation, videos, handouts etc.). Groups are expected to select the most critical aspects of the chapters and develop 3-5 questions that could be used to stimulate
classroom discussions. At the end of group presentation, group members will discuss what their group would have done differently and why? All members will submit a self and peer evaluation form prior to presentations.

**Philosophy paper (Due: Sunday, 29 March 2020, Week 2, 200 points)**

In this 2-3-pages long paper, you are expected to discuss what it takes for an organization to be an effective learning organization. Your report should include at least one organizational theory to support your philosophical stance. You should also identify the potential limitations of the selected theory especially in its application to diverse, multi-cultural or international organizations. Be sure to include (APA style) in-text citations and list of references to strengthen and reinforce your writing.

**Critical Analysis Paper 1: Employee Motivation (Due: Sunday, 5 April 2020, Week 3, 200 points)**

Leadership is vital for having an effective and efficient organization. The role it plays has continued to be essential in giving an organization its capabilities to execute its mission, goals, and objectives. It is the leadership that sets the tone for employee behavior and we see that there are many leadership theories out there to suggest ways to project effective leadership. However, achieving the mission, goals, and objectives are not enough to motivate employees. Nevertheless, leadership does have the capability to influence and motivate employees through communication, team dynamics, training, rewards, and discipline. For this critical thinking assignment, conduct research to address the following question in a 3-5 pages long paper:

**How does leadership motivate employee performance through goal setting?**

Include at least (5) scholarly/peer-reviewed references that are 5 years old or newer. References cannot be required or recommended readings from our course. You may use these readings above and beyond the required (5) references but they do not count towards the five references needed. Completed work should include the following: Title page that includes your name, course number and name, your instructor name and date of assignment submission and abstract statement that summarizes your hypothesis or findings. Make sure to adhere to APA formatting style. Please review the assignment instructions and rubric on Blackboard for further details and requirements. To submit a polished, professional paper, use the Writing Resources found on Blackboard shell.

**Critical Analysis Paper 2: Leadership (Due Sunday, 19 April 2020, Week 5, 200 points)**

Accountable leadership is a must for an effective and efficient organization. However, leaders are also required to create ethical organizations to support efficiency and effectiveness. The board of directors holds leaders accountable to ensure that the leader can position the organization for success. Leaders are servants and if they want employees to place their trust in them, they must have what it takes to gain that trust. We all recognize that unethical leadership practices do exist. However, decisive leadership is necessary to have the best outcomes for the
organization. Besides, it is about being psychologically safe and if this does not happen, then employees will not trust the leader to guide them in the right direction. Remember, nobody knows more about group behavior than the leader because this person-in most cases-has seen it all. For this critical thinking assignment, conduct research to address the following question in a 3-5 pages long paper:

What role does leadership play in organizational behavior?

Make sure to review various leadership theories to ascertain what leadership theory is in the best position to help facilitate this role. Include at least (5) scholarly/peer-reviewed references that are 5 years old or newer. References cannot be required or recommended readings from our course. You may use these readings above and beyond the required (5) references but they do not count towards the five references needed. Completed work should include the following: Title page that includes your name, course number and name, your instructor name and date of assignment submission and abstract statement that summarizes your hypothesis or findings. Adhere to APA formatting style. Please review the assignment instructions and rubric on Blackboard for further details and requirements. To submit a polished, professional paper, use the Writing Resources found on Blackboard shell.

Research Project (Assignment due date varies, 300 Points)

Various aspects impact an organization’s overall effectiveness. For instance, culture is an organization specific attribute in which each employee contributes a specific skill set as well as inherent values and beliefs that set the norms of interactions in the workplace. For many researchers in organizational behavior, these are just some of the elements that they assess to determine the overall effectiveness of the organization. Therefore, it is critical that we explore employee interactions and organizational processes as a whole to create effective and efficient organizations.

Final course assignment requires you to conduct research to address the Components for an Effective Organization in an 8-10 pages long paper. This individual research project consists of three integrated components:

1. Research Topic Submission (Due Sunday, 29 March 2020, Week 2, 50 points)

Choosing a topic for any research paper is half the work! However, the challenge doesn't lie in the scarcity of topics but in identifying a specific issue/problem/opportunity and turning it into an answerable question that is neither too broad nor too narrow. Think about your areas of interest within organizational behavior and skim through few recent articles on CMU Library and/or other academic resources. Prior to making a final decision on your topic, consider the length of your paper and the timeframe in which you have to complete it. If you feel too much information is out there to complete your project, consider narrowing your focus more.
2. Research Paper (Due Sunday, 3 May 2020, Week 7, 200 Points)

Conduct research on what critical factors are needed to make an organization more effective. Using your textbook and other research, analyze the elements of an effective organization within the frame of organizational behavior theories. Your 8-10 pages long research paper should address the following:

- Description of the components necessary for an effective organizational structure, evaluating how working in this era of globalization may have an impact on its function.
- Evaluation of various communication strategies needed for effective organizations.
- Assessment of the principles of effective management and where it comes into play with leadership.
- Decision-making, and problem-solving processes needed to make an organization effective.
- Recommendation of a leadership approach that could contribute to organizational effectiveness and justify the choice.

Papers should be written and constructed to graduate level use of language, spelling and grammar. Make sure to review various leadership theories to ascertain what leadership theory is in the best position to help facilitate this role. Include at least (5) scholarly/peer-reviewed references that are 5 years old or newer. References cannot be required or recommended readings from our course. You may use these readings above and beyond the required (5) references but they do not count towards the five references needed. Completed work should include the following: Title page that includes your name, course number and name, your instructor name and date of assignment submission and abstract statement that summarizes your hypothesis or findings. Please adhere to APA formatting style, review the assignment instructions and rubric on Blackboard for further details and requirements. To submit a polished, professional paper, use the Writing Resources found on Blackboard shell.

3. Research Paper Presentations (Due Tuesday, 5 May 2020, Week 8, 50 Points)

Presentations should include 5-6 slides to address the following learning outcomes:

- The components necessary for an effective organizational system within a diverse, multicultural and/or international organization
- Communication strategies needed for effective organizations
- Principles of effective management and where it comes into play with leadership
- Decision-making, and problem-solving necessary processes for organization effectiveness
- Leadership approach that could contribute to organizational effectiveness and justify the choice
Criteria for Evaluation

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Points</th>
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<tbody>
<tr>
<td>Group Project</td>
<td>100</td>
</tr>
<tr>
<td>Philosophy Paper</td>
<td>200</td>
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<tr>
<td>Critical Analysis Assignment Papers (2)</td>
<td>400</td>
</tr>
<tr>
<td>Research Paper Topic Submission</td>
<td>50</td>
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<tr>
<td>Research Paper</td>
<td>200</td>
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<tr>
<td>Research Paper Presentations</td>
<td>50</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
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Late Assignments:

Late assignments receive zero credit unless pre-approved by the professor. All assignments must be completed on time unless other arrangements have been made with the professor before the scheduled dates. These arrangements will not take place on the due date and must be based on extraordinary circumstances. Students are responsible for ensuring assignments are submitted on time and that your submission is received. All assignments and examinations must be submitted or taken on the scheduled dates unless other arrangements have been made with the professor prior to the scheduled dates. Assignment submission is via the Assignment section on the Blackboard. Verification of assignment submission is an exclamation mark (!) in respective assignment area in Gradebook. Submissions are to be in MS Word put all your work on one-word document. Multiple file submissions will be returned for resubmission as a single file, if the resubmit is after the due date the submission will be considered as a late submission. Exams must be taken within the schedule window identified above. Failure to do so eliminates the opportunity to submit Scores will be posted on the website under Gradebook--if a score is missing or entered incorrectly let me know. You should review your grades at least once a week NLT Week 4 of the session.

Make-ups and Rewrites:

Make-ups and Rewrites are not accepted. There will be no extra-credit assignments or extra-credit work accepted at any time during this course. Requests for extensions must be made in advance and accompanied by appropriate written documentation. Computer problems are not an acceptable reason for not meeting course requirements/expectations.

Attendance Policy:

CMU students are required to attend all class sessions and participation as an integral part of the complete education. In addition to interaction via Blackboard and email contact, participation in all interactive learning activities is expected. Students must notify the instruction in advance if an absence or late arrival is anticipated. The instructor will lower student grades for attendance, regardless of student academic assignment grades. Post approval may be granted if appropriate documentation such as military orders, medical emergencies or organizational demand is provided. There will be no exceptions to this policy.
Grading Scale:
94-100 A
90-93 A-
87-89 B+
84-86 B
80-83 B-
77-79 C+
74-76 C
<74 E

Expectations

Netiquette:

This is the communication courtesy code. All members of the class are expected to follow rules of common courtesy in all email messages and classroom discussions. Respect each other in the classroom discussions.

The following are a few tips for appropriate communications and “etiquette.”
1) Use a descriptive subject line that reflects the topic.
2) Use your name in all correspondence.
3) Avoid abbreviations.
4) Use spell check before posting comments.
5) Use a positive and scholastically cheerful tone.
6) Use upper-and lower-case letters. All uppercase means you are shouting.
7) Write in short paragraphs; this makes things easier for the readers.
8) Understand that inappropriate communications will result in a lower overall grade.

Instructor Responsibilities and Expectations:

As your instructor, I will serve as your educational guide, learning partner, and industry resource. My goal is to help students succeed and my expectation is that mutual respect, responsibility, and proactive communications are essential. Throughout this course, I encourage student questions, resource sharing, and course feedback.

Students can expect the following of this instructor:
1) Instructor contact information is listed in the course syllabus. You may contact me anytime by email. If a conversation is needed, please note availability and a phone meeting will be arranged at a mutually agreed upon time.
2) I will respond to emails within 24 hours on Mondays through Fridays and within 36 hours on the weekend unless there are situations beyond my control, e.g., loss of electrical power.
3) Evaluations will be conducted, and grades will be posted promptly. All grades will be posted on Blackboard. Feedback and progress notes will be provided on Blackboard with the assignments and email as needed.
4) Evaluations will be completed for individual assignments within three business days of the deadline unless there are situations beyond my control, e.g., loss of electrical power.

5) The discussion board will be evaluated at the end of each week for that week’s topic questions. Discussion board grades will be posted by the following Tuesday. The evaluation will be based on the discussion board guidelines and rubric listed above.

6) WebEx/Chat participation will be evaluated and posted within 24 hours of each week’s chat session. Students are required to participate in four chat sessions.

7) All announcements, including updates, will be posted in the announcement section of Blackboard. All course materials, task lists, updates, supplemental readings, assignments, and related resources will be posted on Blackboard.

**Academic Integrity:**

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism, and other forms of dishonest or unethical behavior, is prohibited. A breakdown of actions that constitute academic dishonesty is presented in the CMU Bulletin (https://bulletins.cmich.edu/).

**Student Rights and Responsibilities:**

Each member of the Central Michigan University community assumes an obligation regarding self-conduct to act in a manner consistent with respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx.

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**Support Services and other Requirements**

**Library Services**

CMU offers you a full suite of library services through the University Library. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the library website at https://www.cmich.edu/library/Pages/default.aspx for more information.

**Writing Center**

The CMU Writing Center is a free service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. For additional information and
to submit work, visit https://www.cmich.edu/colleges/chsbs/centers/writingcenter/pages/default.aspx.

ADA
CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact the Student Disability Services office in Park Library 120, telephone (989) 774-3018 and TTY (989) 774-2568 or sds@cmich.edu. Please see additional ADA information and forms at https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx
Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.