

CENTRAL MICHIGAN UNIVERSITY
MSA 601 SYLLABUS
Fall I, 2019

IDENTIFYING INFORMATION

Course: MSA 601 Organizational Dynamics & Human Behavior

Term: Fall I, 2019

CRN: 22374194

Location: Rowe 229

Course Dates and Times: Thursdays 5:30-10:20 p.m. 08/29 – 10/17, 2019

Instructor: Dr. Larry F. Ross

E-Mail Address: ross1lf@cmich.edu

Phone Numbers: Cell: 540-907-8799

Office Hours: Before and after class sessions, by appointment, and always available by phone.

Academic Biography:

Dr. Ross holds a Doctor of Strategic Leadership and Certificate of Advanced Graduate Studies (30 hours above the master's level) in Organizational Leadership from Regent University, Virginia Beach, Virginia. He also has a Master of Arts in Sociology from Southern Illinois University - Edwardsville, Illinois and a Bachelor of Science degree in Liberal Arts from the University of The State of New York, Albany, New York. As an author, Dr. Ross has published a host of articles and four (4) books centered on leadership and sociology. Retired U.S. Army military intelligence officer and Federal civilian service, he has held various managerial and executive positions. Assigned to the Master of Science in Administration Degree Program at Central Michigan University, Dr. Ross teaches a host of classes. Dr. Ross has been associated with CMU for 11 years.

I. Course Description:

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

II. Prerequisites:

None

III. Rationale for Course Level:

This course is placed at the graduate level to reflect the social and intellectual maturity required to integrate, synthesize apply knowledge to real-world situations. In this rigorous course, students are expected to critically evaluate administrative contexts and events in modern complex organizations and develop solutions to complex problems.

IV. Textbooks and Other Materials:

Robbins, S. P. & Judge, T.A. (2017) *Organizational Behavior* (17th ed.). Boston, MA: Pearson

MSA 601 ISBN Information
<ul style="list-style-type: none">• Book ISBN 978-1-3234-7481-5

V. Special Requirements of the Course:

All students must have ready access to an up-to-date computer with high-speed Internet connectivity. Students must be able to install or arrange for the installation of specific browser plugins (such as Flash Player) and/or client-side software (such as a PDF reader). Students should test computers intended for use in online coursework for basic compatibility with Central Michigan University systems and tools at global.cmich.edu/system-check.

VI. Methodology:

Lectures, discussions, small group activities/work, one research paper, an article review, a current event presentation, and a group chapter presentation. There will be a mid-term and a final examination. Students will be required to write a 10-page paper on a selected organizational behavior topic of their choosing from the textbook. More detailed information will be provided during the first class session. The format for the chapter and student presentations will be covered in class.

VII. Course 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 goal 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.

Course Outline and Assignments:

Prior to the first class session, send an email to the Instructor listing the three chapters (in priority order, from Chapters 9-17) that you would be interested in presenting to the class as part of a group.

August 29	Read Chapters 1-2 What is Organizational Behavior; Diversity in Organizations
September 5	Read Chapters 3-5 Attitudes and Job Satisfaction; Emotions and Moods; Personality and Values Current Event Presentation
September 12	Read Chapters 6-8 Perception and Individual Decision Making; Motivation Concepts; Motivation: From Concepts to Applications Article review paper due
September 19	Read Chapters 9-11 Foundations of Group Behavior; Understanding Work Teams; Communication Chapter group presentations Mid-Term Examination
September 26	Read Chapters 12-13 Leadership; Power and Politics Chapter group presentations
October 3	Read Chapters 14-15 Conflict and Negotiation; Foundations of Organization Structure Chapter group presentations
October 10	Read Chapters 16-17 Organizational Culture; Human Resource Policies and Practices Student paper presentations Research Paper due
October 17	Read Chapter 18: Organizational Change and Stress Management Finish Student paper presentations Final Examination

Evaluation:

Chapter Presentation	10%
Research Paper (20%) and Presentation (5%)	25%
Article review paper	10%
Current Event Presentation	5%
Mid-term exam	20%
Final exam	20%
Participation	10%
Total	100%

A student's participation grade will be based on the Instructor's assessment of the quality of the student's constructive contributions to the learning experiences of all course participants. Participation will be evaluated on the basis of (1) the regularity of the students' participation, (2) whether the students take the leading roles in specific discussions, (3) asking reading-informed questions about course subject matter, and (4) in a group, whether the students play the roles of leaders and followers well.

Late Assignments:

Late assignments receive zero credit unless pre-approved by the professor. All examinations must be taken on the scheduled dates unless other arrangements have been made with the professor before the scheduled dates.

Make-ups and Rewrites:

There will be no extra-credit assignments or extra-credit work accepted at any time during this course unless specifically approved by the professor.

Attendance Policy:

Attendance, demonstrated in task participation, is mandatory to be able to contribute in a timely manner to course learning experiences. There will be no exceptions to this policy.

Class Participation

A participant's course participation grade will be based on the professor's assessment of the quality of the participant's constructive contributions to the learning experiences of all participants in the course.

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

General:

1. Academic Dishonesty: Written or other work which a student submits must be the product of her/his own efforts. Plagiarism, cheating and other forms of academic dishonesty, including dishonesty involving computer technology, are prohibited. Further information on Academic Dishonesty can be found in the current Bulletin.
2. 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 Student Disability Services at 989-774-3018 or by e-mail at sds@cmich.edu at least 4-6 weeks before the start of class. SDS is located in the Park Library, room 120. Students may find additional information and forms at http://www.cmich.edu/Student_Disability_Services.htm .

Student's Rights and Responsibilities:

<http://www.cmich.edu/policies-procedures/code-student-rights>

X. Bibliography

MANAGEMENT:

Barrows, E., & Neely, A. D. (2012). *Managing performance in turbulent times: Analytics and insight*. Hoboken, NJ: Wiley.

Lawler, E. E., & Worley, C. G. (2011). *Management reset* (1st ed.). San Francisco: Jossey-Bass.

Mayo, A. (2012). *Human resources or human capital?* Burlington, VT: Gower.

Merson, R. (2011). *Guide to managing growth: Turning success into even bigger success*. Hoboken, N.J.: Wiley.

Neider, L. L., & Schriesheim, C. (2010). *The "dark" side of management*. Charlotte, NC: Information Age Pub.

Paladino, B. (2011). *Innovative corporate performance management*. Hoboken, NJ: Wiley.

Pearce, J. L. (2011). *Status in management and organizations*. New York, NY: Cambridge University Press.

Rahim, M. A. (2011). *Managing conflict in organizations* (4th ed.). New Brunswick, NJ: Transaction Publishers.

Schriesheim, C., & Neider, L. L. (2012). *Research in management: Perspectives on justice and trust in organizations*. Charlotte, NC: Information Age Pub.

Zak, A., & Waddell, B. (2011). *Simple excellence: Organizing and aligning the management team in a lean transformation*. Boca Raton, FL: CRC Press.

STRATEGIC PLANNING:

Abraham, S. C. (2012). *Strategic planning: A practical guide for competitive success*. Bingley, UK: Emerald.

Ackernamn, F. (2011). *Making strategy: Mapping out strategic success*. Los Angeles, CA: Sage.

Adair, J. (2010). *Strategic leadership: How to think and plan strategically and provide direction*. Philadelphia, PA: Kogan Page.

Marcus, A. (2009). *Strategic foresight: A new look at scenarios*. New York, NY: Palgrave Macmillan.

Ramirez, R., Selsky, J. W., & van der Heijden, K. (2010). *Business planning for turbulent times: New methods for applying scenarios*. London, UK: Earthscan.

Rothwell, W. J. (2010). *Effective succession planning: Ensuring leadership continuity and building talent from within*. New York, NY: AMACOM.

Shimizu, K. (2012). *The cores of strategic management*. New York, NY: Routledge.

Wootton, S., & Horne, T. (2010). *Strategic thinking: A nine-step approach to strategy and leadership for managers and marketers*. Philadelphia, PA: Kogan Page Limited.

DECISION MAKING:

Bolland, E. J., Fletcher, F., D'Antonio, L., & Eldridge, L. (2012). *Solutions*. Burlington, VT: Gower.

Dhami, M. K., Schlottmann, A., & Waldmann, M. (2012). *Judgment and decision making as a skill: Learning, development and evolution*. New York, NY: Cambridge University Press.

Drummond, H., & Hodgson, J. (2011). *Escalation in decision-making*. Burlington, VT: Gower.

Gregory, R., et al. (2011). *Structured decision making*. Hoboken, NJ: Wiley- Blackwell.

Lloyd, C. J. (2011). *Data-driven business decisions*. Hoboken, NJ: Wiley.

Stubbs, E. (2011). *The value of business analytics*. Hoboken, NJ: Wiley.

Von Halle, B., & Goldberg, L. (2010). *The decision model: A business logic framework linking business and technology*. Boca Raton, FL: CRC Press.

ORGANIZATIONS:

Baker, A. C. (2010). *Catalytic conversations: Organizational communication and innovation*. Armonk, NY: M. E. Sharpe.

Champoux, J. E. (2011). *Organizational behavior: Integrating individuals, groups, and organizations* (4th ed.). New York, NY: Routledge.

Hatch, M. J. (2011). *Organizations: A very short introduction*. New York, NY: Oxford University Press.

Keller, S., & Price, C. (2011). *Beyond performance: How great organizations build ultimate competitive advantage*. Hoboken, NJ: Wiley.

Keyton, J., & Keyton, J. (2011). *Communication & organizational culture: A key to understanding work experiences* (2nd ed.). Los Angeles, CA: Sage.

Kramer, R. M., & Pittinsky, T. L. (2012). *Restoring trust in organizations and leaders: Enduring challenges and emerging answers*. New York, NY: Oxford University Press.

Llewellyn, N., & Hindmarsh, J. (2010). *Organisation, interaction and practice: Studies in ethnomethodology and conversation analysis*. New York, NY: Cambridge University Press.

Mountain, A., & Davidson, C. (2011). *Working together: Organizational transactional analysis and business performance*. Burlington, VT: Gower.

Schultz, M. (2012). *Constructing identity in and around organizations*. New York, NY: Oxford University Press.

Tsoukas, H., & Chia, R. (2011). *Philosophy and organization theory* (1st ed.). Bingley, UK: Emerald.

ORGANIZATIONAL CHANGE:

Burke, W. W. (2008). *Organization change: Theory and practice*. Los Angeles: Sage.

Cummings, T. G. (Ed.). (2008). *Handbook of organization development*. Los Angeles: Sage.

Klewes, J., & Langen, R. (Eds.). (2008). *Change 2.0: Beyond organisational transformation*. Berlin: Springer.

Lynch, G. S. (2008). *At your own risk!: How the risk-conscious culture meets the challenge of business change*. Hoboken, NJ: Wiley.

ORGANIZATIONAL EFFECTIVENESS:

Christopher, W. F. (2007). *Holistic management: Managing what matters for company success*. Hoboken, NJ: Wiley-Interscience.

Hogan, R. (2007). *Personality and the fate of organizations*. Mahwah, NJ: Erlbaum.

Land, S. E. (2008). *Managing knowledge-based initiatives: Strategies for successful deployment*. Oxford, UK: Butterworth-Heinemann.

Rampersad, H. K., & El-Homsi, A. (2007). *TPS-Lean Six Sigma: Linking human capital to Lean Six Sigma: A new blueprint for creating high performance companies*. Charlotte, NC: IAP-Information Age Pub.

Redburn, F. S., Shea, R. J., & Buss, T. F. (Eds.). (2008). *Performance management and budgeting: How governments can learn from experience*. Armonk, NY: M.E. Sharpe.

Skarzynski, P., & Gibson, R. (2008). *Innovation to the core: A blueprint for transforming the way your company innovates*. Boston: Harvard Business School.