MHR 3020: Fall 2020
Cal Poly Pomona University • College of Business Administration

Meeting day and time: Tuesdays and Thursday 4:00pm
Class Location: Zoom Conference Call

Course Description • Instructor • Contact Information

Class Instructor:
After transitioning from 25 years in corporate America in senior-level human resource positions, I am living my best life as an academic! I am currently a lecturer at Cal Poly Pomona, University of California Riverside Extension, and San Diego State University World Campus. In my 'spare-time' I am a doctoral student at DePaul University working toward my DBA, so don't be surprised to hear lots of stories from the 'trenches' and research from the many academics who have studied and tested many of the strategies we use and many that we do not! Feel free to learn more about my background or connect with me on LinkedIn - at www.sharondabishop.com or www.linkedin.com/in/sharondabishop

E-mail: snbishop@cpp.com

In-person Office Hours:
Phone/Zoom Hours by appointment

Course Description. *Credit Units: 3*
This course introduces you to the study of human behavior (both as individual and in groups) within the context of an organization. My primary goal is to help you develop your potential to be effective team members and managers of people. A combination of lecture, class discussion, and group-based experiential learning methods will be utilized to facilitate learning and to encourage you to analyze, evaluate, and apply the course-related content. A wide variety of topics will be covered including leadership, decision-making, work motivation, team processes, individual differences, work attitudes and values, and organizational culture.   MHR 3020 FA20 Blackboard

Background Preparation (Prerequisites)
　　　Upper division standing

Learning Outcomes - Destinations for Your Learning Journey

Course Goals
My goal is to make this course an excellent learning experience for you – well-organized, engaging, relevant, with meaningful assignments and the support you need to succeed. I will take suggestions for improving the learning environment seriously.

I am active in the human resource and business community. I know that everyone has a big, rich life outside of this class that may include any number of challenges. I want to work with you to help you succeed. <u>Please talk to me</u>, since only you can adequately communicate your situation. This syllabus has a list of helpful campus resources.

Learning Outcomes
The objectives of this course are threefold:
- Provide students with an understanding of key topics in organizational behavior.
- Encourage and develop students' capabilities to be critical/independent thinkers.
- Prepare students to be effective future managers and employees in your organizations.

Please remember that the class itself is an organization that provides learning opportunities for practice and reflection. The quality of your participation and that of your classmates, will influence the class significantly. You will be encouraged to think both appreciatively and critically to deepen your understanding of your own strengths and weaknesses, and to acquire skills for coping effectively in organizations. Organizational behavior includes concepts, theories, research traditions and controversies, which provide the framework for our analysis and discussions.

We'll use a range of sources to understand and apply the text material, including your experiences. The primary format of this course will be in-class small group activities, which will be based on the readings assigned as well as the experiences of both the instructor and the students.

Throughout the term, students are required to actively participate in the team-based activities and reflect on the process by which individual people evolve and become a "team"**.** A common theme across all these activities is to blend theory and practice by way of bridging experience to concepts and concepts to experience. Students will be encouraged to be critical consumers of the information that they are presented with, and to provide their perspectives via class discussion.

COURCE DEVELOPMENT OUTCOMES

In addition to mastery subject matter, you will be able to:

1. Describe the role of organizational behavior in managing organizational effectiveness.
2. Discuss the role of research in organizational behavior.
3. Identify behaviors which increase or decrease organizational and individual effectiveness.
4. Analyze strategies to promote positive behaviors in employees.
5. Collaborate with a team to successfully research an area of OB theory
6. Apply concepts described in-class to school and work scenarios

MID-TERM OR END OF COURSE REFLECTION

Part way through the class, we will use this space to reflect on how you are moving toward these outcomes or goals. What have you enjoyed? What have you most struggled with (this can be the same as the things you enjoyed!), and how are you working to help yourself succeed? How can I help you?

Course Texts & Resources

Required:

Instant Access ~ MindTap for Griffin/Phillips/Gully's Organizational Behavior: Managing People and Organizations. Students are also able to receive a hard copy or loose-leaf copy of the book for an additional charge. MindTap (which includes an e-book) is required.

ADDITIONAL MATERIALS

Instructor will provide additional Information

- DiSC Assessment

Assignments & Assessments - Gauging Your Progress

Detailed instructions for doing and submitting assignments are on Blackboard.

Assignment	Points	Quantity	Total Points	Percentage
Case Study Analysis	50 points each	1	100	10%
Final Exam	100	1	100	10%
Individual Projects	70 points each	2	140	14%
Exams	50 points each	3	150	15%
Group Project and Feedback	150	1	150	15%
Participation	160	1	160	16%
Weekly Assignments	200	TBD	200	20%
			1000	100%

GRADES
Your grade can be viewed in Blackboard. This course is graded out of 1000 points

Letter Grade	Percentage	Performance	Point Value
A	95 – 100%	Excellent Work	950 points +
A-	90 - 94%	Very Good Work	900 – 940 points
B+	87 - 89%	Good Work	870 – 899 points
B	83 - 86%	Mostly Good Work	830 – 869 points
B-	80 - 82%	Above Average Work	800 – 829 points
C+	77 - 79%	Average Work	770 - 799 points
C	73 - 76%	Mostly Average Work	730 – 769 points
C-	70 - 72%	Below Average Work	700 – 729 points
D+	67 - 69%	Poor Work	670 – 699 points
D	63 - 66%	Poor Work	630 – 669 points
D-	60 - 62%	Poor Work	600 – 629 points
F	0-59%	Failing Work	599 and below

Assignment Descriptions

I will give you detailed assignment sheets and rubrics as we launch each assignment.

PARTICIPATION/WEEKLY ASSIGNMENTS
You will be evaluated on the quality of engagement and class participation. You will not be required to attend live zoom sessions; however, these sessions allow for engagement with your fellow students and with me. There may also be opportunities for on-the-spot extra credit points, which will only be given during the live zoom session. My goal is to make these sessions interactive yet clarify complex content we are reviewing during each module, so that you will _want_ to attend, even though you do not have to attend.

You will be required to participate in the class in a variety of ways that may include, but are not limited to outside group work, discussion board input, assignments, assessments, etc. Participation reflects not only the presentation of your own ideas and insights, but also the degree to which your synthesis information and thoughtfully build on your fellow peers' comments and ideas. Participation and Weekly Assignments will count toward 20% of your grade.

EXAMS
Three exams and a cumulative final exam will be given. Exams will be a combination of short answer/essay and multiple-choice. Exams may be in-class or remote. Please be on time and bring with you a scantron and a pencil. Scores will be posted in the grade book on Bb before our next class meeting.

CASE STUDYS/GROUP PROJECT/GROUP FEEDBACK INDIVIDUAL ASSIGNMENTS
In this class, students will be responsible for completing three case study analyses, 2 individual projects, and a group project. More information throughout the class will be provided for each of these assignments.

DUE DATES
Deadlines will be outlined at the beginning of each week in the weekly content folder.

Class Work Schedule

Wk#	Date	Chapter Reading/Assignments
1	1/21 and 1/31	Introduction and Chapter 1, An Overview of Organizational Behavior
2	1/28 and 1/30	Chapter 2, The Changing Environment of Organizations *Case Study 1 - Handout*
3	2/4 and 2/6 -	Chapter 3, Individual Differences *Group Assignments Made*
4	2/11 and 2/13	Chapter 4, Individual Values, Perceptions and Reactions
5	2/18 2/20	**Exam #1 (Chapters 1-4)** Chapter 5, Motivating Behavior *Case Study 1 Due*
6	2/25 and 2/27	Chapter 6, Motivating Behavior with Work and Rewards – Exam Review *Case Study 2 Handout*
7	3/3 and 3/5	Chapter 7, Groups and Teams
8	3/10 3/12	Chapter 8, Decision Making and Problem Solving **Class Cancelled** *Case Study 2 Due – 3/13*
9	3/17 3/19	**Class Cancelled** Chapters 6, 7 and 8 Review
10	3/24 3/26	Question Review (Chapter 5-8) and Zoom Office Hours *Individual Assignment 1: Management Interview Handout* *DiSC Assessment* Exam 2 – Online via Mindtap/Cengage
11	3/31 and 4/2	Spring Break/Extra Credit work Chapter 16: Organizational Change and Change Management
12	4/7 4/9	Chapter 9, Communication and Exam Review *Case Study 3 Handout* Chapter 10, Managing Conflict Negotiations *Individual Assignment 1: Management Interview Due 4/9*
13	4/14 4/16	Chapter 11, Traditional Leadership Approaches *Group Assignment (changed from Individual Assignment 2)* Chapter 12, Contemporary Views of Leadership and Organizations
14	4/21 4/23	**Exam #3 Review (Chapters 9 – 12) and Office Hours** *Case Study 3 Handout due – 4/20* Exam #3 (Chapters 9 -12)
15	4/28 4/30	Chapter 13, Power, Influence and Politics Chapter 14 Organizational Structure and Design
16	5/5 5/7	Chapter 15 – Organizational Culture *Group Assignment (changed from Individual Assignment 2) – due 5/6* Final Review *Group Feedback Due – 5/8*

Course Policies & Expectations

MY EXPECTATIONS OF YOU
I value professionalism. I'm impressed by people who are mentally present, pay attention, think carefully, do high-quality work (that's well beyond the minimum), are courteous to others, and meet obligations without fuss. For this class, specifically, professionalism means:
- Thorough preparation, particularly on the in-class day of instruction – We will have meaningful learning activities and our class sessions are most productive only when students are ready and prepared to work.
- Professional courtesy – Come on time, prepared, and stay the whole time. Pay attention, listen to others, and be ready to talk and participate.

Instructor Feedback and Communication. The best way to contact me is via email.
- Email me at snbishop@cpp.edu. I will respond within 24 hrs., and at my convenience on weekends. I do not check email after 10 p.m. or before 7 a.m.

Synchronous Class
This course is synchronous, occurring both in online and in live zoom instructional modes. Each student is asked to attend one live zoom class per week, and you can choose a primary day to attend.   If you are unable to attend your primary day, you can attend the alternative day. Attending your primary day consistently will allow you to develop more camaraderie with your fellow students, and this group will also include your assigned group project team mates.

Required Course Equipment/Downloads
Due to the nature of this course, you need to have regular access to a computer with internet connectivity.
- Mindtap is a digital learning product and is required part of our course. Students received instant access to Mindtap when they registered for the course.

MY EXPECTATIONS OF YOU ASSIGNMENTS
Students are expected to:
- Read and study the textbook assignments before each class session and test.
- Complete all assignments on the computer and use the computer as a tool
- Use correct English in all assignments. If you need to brush up on your writing skills, please obtain a tutor or utilize the writing center.
- **Late assignments will be graded; however, half the amount of points is deducted. Points for late assignments are better than no points, so I always strongly encourage you to turn in assignments even if they are late. _Late assignments will only be accepted for five (5) days._   In-class assignments are due**

before you leave class. All other assignments are due on their due date no later than 11:59 pm, Pacific Standard Time.
- Limited extra credit assignments are offered, and I suggest all students, no matter your current grade, take the opportunity to complete extra-credit. ***Extra credit assignments are due on the due date, no late work will be accepted.***

The assignments in the grid below are an overview of the assignments which will be expected in this class. These assignments may be changed, added to or removed based on the instructor discretion.

ADD/DROP POLICY
The College of Business has a uniform add/drop policy, and it is incumbent upon the student to be informed of the policy. Please obtain the information sheet entitled, "Add/Drop Policies and the Assignment of Incomplete Grades" in the Student Advising Center, Building 6, Room 219.

GRADE APPEALS
You may appeal graded assignments in writing (email is ok) within three (3) days (including weekends) of the time that the assignment was returned. Include the specific reason you think my judgment was incorrect and cite any sources that support your appeal. The item will be re-graded, taking your appeal into considerations. ***There is no guarantee that your grade will be raised.*** However, if I simply added up your points incorrectly (it happens!), please bring that to my attention immediately.

ACADEMIC OFFENSES
Academic dishonesty, i.e., cheating and plagiarism, is unethical, unprofessional, and unworthy of respect, even if I don't catch you…so don't do it. Paying someone to do an assignment for you, purchasing a paper that someone else wrote, pretending you did work that you didn't do, looking at someone else's test paper, or anything along those lines, is cheating. Plagiarism is copying someone else's work. Learn more at Student Conduct Resources. In this class, academic dishonesty will result in at least a failing grade for the assignment, with more severe penalties possible in consultation with Student Conduct.

ATTENDANCE, MAKE-UP, AND LATE WORK POLICIES
Treat this class as a serious professional obligation. In short, if you would not miss your job for something, don't miss class or hand in late work for that thing. A class attendance form will be passed around at the beginning of each class.

If you miss class for a non-serious reason, take responsibility for getting the material you missed, and do not request make-up work for in-class assignments. Limited extra credit assignments are offered, and I suggest all students, no matter your current grade, take the opportunity to complete extra-credit. ***Extra credit assignments are due on the due date, no late work will be accepted.*** You are always welcome to set up an appointment to discuss things you don't understand after your efforts to catch up.

Organizational Behavior. Fall 2020

If there is a serious situation, please let me know as soon as possible (remember that email is my preferred contact method). Serious situations include things like pre-arranged, official Cal Poly Pomona-related activities, pre-arranged professional activities, pre-arranged significant family obligations, religious obligations, emergencies, or severe illness. For serious situations that are foreseen, like pre-arranged activities, we'll make alternative arrangements. For serious unforeseen situations like illnesses or emergencies, plan to provide documentation. Make-ups and late work accommodations for serious unexpected situations will be case-by-case. ***No matter the reason for absence, you will still be marked absent.*** In most cases, students can make-up any missed points for absences via extra credit assignments throughout the course.

Please let me know if circumstances arise, which make it difficult for you to fulfill your class obligations. Although you cannot be excused from course requirements, I will make every effort to work with you within university policy guidelines. Just as I would do for a person who worked for me, I will reach out to you if you disappear or if you have a bunch of absences or missing work.

In all cases of absences, it will be the student's responsibility to submit assignments on the date they are due or within the allowable late period, unless previously discussed with the instructor.

Scientific and Professional Ethics – And Plagiarism

The work you do in this course must be your own. Feel free to build on, react to, criticize, and analyze the ideas of others but, when you do, make it known whose ideas you are working with. You must explicitly acknowledge when your work builds on someone else's ideas, including ideas of classmates, professors, and authors you read. If you ever have questions about drawing the line between others' work and your own, ask me.

Resources

UNIVERSITY SUPPORT
You're paying for many campus resources through your fees. Use them! Here are a few that might be especially helpful:
- Broncos Care Basic Needs for students experiencing food or housing insecurity
- Counseling
- Dean of Students, which includes the Cultural Centers, clubs, etc.
- Learning Resource Center for tutoring in many courses
- Student Health Services
- Veterans Resource Center

And again, please let me know if you need help. This is a big campus with a lot of stuff available, and every faculty and staff member want to see you succeed.

Learning Resource Center and Writing Center

Use the Writing Center for help with all aspects of writing for this course as well as for all your other academic work https://www.cpp.edu/studentsuccess/cppconnect/. Please use the Writing Center for developing ideas, planning outlines and reviewing drafts. You can also use the Writing Center to work on elements of grammar, structure, and academic documentation style. CPP Connect enhances your advising and tutoring experiences by allowing you to seamlessly schedule an appointment. Log in to see your college advising center's drop-in hours or their appointment availability, as well as availability for other CPP academic support programs. You can also schedule tutoring appointments with the Learning Resource Center and other tutoring offices.

Library

I expect you to use the library's resources as well as consult with the librarians to help you with research on your assignments and project.

Library website: https://www.cpp.edu/library/index.shtml
Subject Area MHR 3020 Organizational Behavior Research Guide: https://libguides.library.cpp.edu/mhr3020

Food Pantry

The Poly Pantry was established in 2019 to serve students impacted by food insecurity. By providing access to food and basic necessities and referrals to campus and community-based resources, the Poly Pantry hopes to maximize student success.

The Pantry is available to all who feel they are in need. As a customer-choice pantry, individuals are empowered to shop for what they need and want, in order to meet their dietary needs. https://www.cpp.edu/basicneeds/food-resources/poly-pantry.shtml

Well-Being and Mental Health Resources

College is hard. Your sense of well-being and positive mental health are important in helping you juggle many different roles and responsibilities. However, it is normal to feel overwhelmed and anxious. So, if you ever find yourself struggling, please do not hesitate to ask for help. I encourage you strongly to use the following excellent resources. Some services have transitioned to virtual assistance -please check them out!

- **Wellness Services** - https://www.cpp.edu/health/bronco-wellness-services.shtml
- **BRIC** - https://asi.cpp.edu/campusrec/

Accommodations for Students with Disabilities

I design my courses to make them as inclusive as possible to all learners in terms of abilities, disabilities, backgrounds, learning modes, and interests. My goal is to make this class fully accessible and as meaningful as I can to you. If you have specific circumstances or needs, whether documented officially or otherwise, please feel free to approach me so we can work out how best to adjust for you.

- Disability Resource Center to support students with temporary or permanent physical or non-physical disabilities

Title IX

Federal and State laws and the California State University's policies prohibit discrimination based on gender or sex in all education programs and activities operated by the University, both on and off campus. All members of the campus community regardless of their gender or gender identity are protected from sex discrimination, which includes sexual harassment, sexual misconduct, domestic violence, dating violence, and stalking.

The University will respond promptly and effectively to reports of sexual harassment and sexual violence and will take appropriate action to prevent, to correct, and when necessary, to discipline behavior that violates University policy.

To report an incident, you can contact our office at (909) 869-4646 or officeofequity@cpp.edu. Your report will be accepted in any language.