



COURSE SYLLABUS

Course Number / Title:

L&S 100: ORGANIZATIONAL BEHAVIOR

Term:

1st Semester, School Year 2012-2013

Class Schedule

A	T-TH 1200-1330	SOM 210	AVECILLA, LILIAN Z.	laiceva@yahoo.com.ph
B	T-TH 0900-1030	SOM 105	KO, ALLAN C.	allansko@yahoo.com
C	T-TH 1630-1800	SOM 106	ENDAYA, VICTORIA S.	bsolanoendaya@yahoo.com
D	T-TH 1030-1200	CTC 107	DE LEON, EMMANUEL B.	emongdeleon@yahoo.com
E	T-TH 1200-1330	SOM 202	ENDAYA, VICTORIA S.	bsolanoendaya@yahoo.com
F	M-W-F 0930-1030	CTC 202	SIOJO, MANOLET M.	m2siojo@yahoo.com.ph
G	M-W-F 1030-1130	CTC 202	SIOJO, MANOLET M.	m2siojo@yahoo.com.ph
I	T-TH 1030-1200	SOM 105	KO, ALLAN C., PARAGUAS, SHERIBEN MARIE D.	allansko@yahoo.com bing.paraguas@yahoo.com
J	F 1800-2100	SOM 203	DE LEON, EMMANUEL B.	emongdeleon@yahoo.com
K	TH 1630-1930	CTC 304	DAVID, TERESITO S.	tsdavid@ateneo.edu
L	T-TH 1330-1500	CTC 104	OLPOC, RAQUEL C.	raquelcem@yahoo.com
M	T-TH 1030-1200	SOM 104	CANDELARIA, FR. LUIS G.	
N	T 1630-1930	CTC 202	DAVID, TERESITO S.	tsdavid@ateneo.edu

I. DESCRIPTION

Organizational Behavior (OB) is a field of study that focuses on three primary determinants of behavior in organizations: (a) the individual, (b) groups, and (c) structure. The goal is to make organizations perform more effectively and efficiently in a sustainable manner. Robbins and Judge argued that core topics in OB include “motivation, leader behavior and power, interpersonal communication, group structure and processes, learning, attitude development and perception, change processes, conflict, work design, and work stress.”

II. OBJECTIVES

You will be able to:

- acquire a deeper understanding of your character, personality, and strengths as well as your mission, vision, and values through conversations, reflection, and assessments;
- experience working together in groups and teams towards developing job-relevant skills: conceptual, human, and technical;
- explain the OB model and basic principles of leading and managing, including ethical norms, that affect organizational behavior;
- analyze the dynamics of effective people engagement as a source of sustainable competitive advantage; and
- imbibe the “whole person in a whole job” philosophy as an integral part of the design structure.

III. METHODOLOGY

- lecturettes
- class discussions
- individual reflections
- dyads
- triads
- videos
- team presentations
- structured learning exercises
- reflections
- Fun!

IV. GRADING SYSTEM

		Final Mark	Numerical Equivalent	
15%	Individual Long Tests & Quizzes			
15%	Individual Reports/Reaction Papers	A	92 to 100	3.76 to 4.00
15%	Team Output (cases, group dynamics)	B+	87 to 91	3.31 to 3.75
20%	Team Project Paper	B	83 to 86	2.81 to 3.30
15%	Class Participation	C+	79 to 82	2.31 to 2.80
15%	Final long exam	C	76 to 78	1.81 to 2.30
<u>05%</u>	Convergence Activity	D	70 to 75	1.00 to 1.80
100%		F	Below 70	Below 1.00
		W	Overcut	

V. TEXTBOOK

Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior* (14th ed.). Singapore: Pearson Education South Asia Pte.

VI. OUTLINE, SCHEDULE, AND READINGS

Session	Topics
1	<p>A BIG, WARM WELCOME! SYLLABUS WALK-THROUGH. EXPECTATIONS, AND COMMITMENTS</p> <p>****INTRODUCTION****</p> <p>WHAT IS ORGANIZATIONAL BEHAVIOR? (Chapter 1)</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Importance of Interpersonal Skills <input type="checkbox"/> What Managers Do <input type="checkbox"/> Working Definition of OB <input type="checkbox"/> Complementing Intuition with Systematic Study <input type="checkbox"/> Disciplines that Contribute to the OB Field <input type="checkbox"/> Challenges and Opportunities for OB <input type="checkbox"/> Developing an OB Model <input type="checkbox"/> Global, Asian, and Local Implications
****THE INDIVIDUAL****	
2	<p>DIVERSITY IN ORGANIZATIONS (Chapter 2)</p> <ul style="list-style-type: none"> ↪ Diversity: Two Major Forms ↪ Biographical Characteristics ↪ Implementing Diversity Management Strategies <input type="checkbox"/> Global, Asian, and Local Implications
3	<p>ATTITUDES AND JOB SATISFACTION (Chapter 3)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Paradigms and Attitudes <input type="checkbox"/> Job Satisfaction <input type="checkbox"/> Global, Asian, and Local Implications
4	<p>EMOTIONS AND MOODS (Chapter 4)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Emotions and Moods <input type="checkbox"/> Emotional Labor <input type="checkbox"/> Affective Events Theory <input type="checkbox"/> Emotional Intelligence <input type="checkbox"/> OB Applications of Emotions and Moods <input type="checkbox"/> Global, Asian, and Local Implications

5	<p>PERSONALITY AND VALUES (Chapter 5)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Personality: MBTI <input type="checkbox"/> Principles and Values <input type="checkbox"/> Linking an Individual's Personality and Values to the Workplace <input type="checkbox"/> Global, Asian, and Local Implications
6	<p>PERCEPTION AND INDIVIDUAL DECISION-MAKING (Chapter 6)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Perception and Factors Influencing It <input type="checkbox"/> Person Perception: Making Judgments about Others <input type="checkbox"/> The Link Between Perception and Individual Decision Making <input type="checkbox"/> Decision Making in Organizations <input type="checkbox"/> Influences on Decision Making: Individual Differences and Organizational Constraints <input type="checkbox"/> Ethics in Decision Making <input type="checkbox"/> Global, Asian, and Local implications
7	<p>MOTIVATION CONCEPTS (Chapter 7)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Three Key Elements of Motivation <input type="checkbox"/> Early Theories of Motivation <input type="checkbox"/> Integrating Contemporary Theories of Motivation <input type="checkbox"/> Global, Asian, and Local Implications
8	<p>MOTIVATION: FROM CONCEPTS TO APPLICATIONS (Chapter 8)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Motivating by Job Design: The Job Characteristics Model <input type="checkbox"/> Employee Involvement <input type="checkbox"/> Using Rewards to Motivate Employees <input type="checkbox"/> Global, Asian, and Local Implications
9	<p>FOUNDATIONS OF GROUP BEHAVIOR (Chapter 9)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Defining and Classifying Groups <input type="checkbox"/> Stages of Group Development <input type="checkbox"/> Group Properties: Roles, Norms, Status, Size, and Cohesiveness <input type="checkbox"/> Group Decision Making <input type="checkbox"/> Global, Asian, and Local Implications
****THE GROUP****	
10	<p>UNDERSTANDING WORK TEAMS (Chapter 10)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Popularity of Teams <input type="checkbox"/> Teams vs. Groups <input type="checkbox"/> Types of Teams <input type="checkbox"/> Creating Effective Teams <input type="checkbox"/> Turning Individuals into Team Players <input type="checkbox"/> Beware! Teams Aren't Always the Answer <input type="checkbox"/> Global, Asian, and Local Implications
11	<p>COMMUNICATION (Chapter 11)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Functions, Process, and Direction of Communication <input type="checkbox"/> Interpersonal Communication <input type="checkbox"/> Organizational Communication <input type="checkbox"/> Choice of Communication Channel <input type="checkbox"/> Barriers to Effective Communication • Global, Asian, and Local Implications
12	<p>LEADERSHIP (Chapter 12)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Leadership: Trait Theories, Behavioral Theories, Contingency Theories <input type="checkbox"/> Charismatic Leadership and Transformational Leadership <input type="checkbox"/> Authentic Leadership: Ethics and Trust as the Foundation <input type="checkbox"/> Leadership vs. Management

	<input type="checkbox"/> Challenges to the Leadership Construct <input type="checkbox"/> Finding and Creating Effective Leaders <input type="checkbox"/> Global, Asian, and Local Implications
13	POWER AND POLITICS (Chapter 13) <input type="checkbox"/> Leadership and Power <input type="checkbox"/> Bases of Power <input type="checkbox"/> Dependency: The Key to Power <input type="checkbox"/> Power Tactics <input type="checkbox"/> Sexual Harassment: Unequal Power in the Workplace <input type="checkbox"/> Politics: Power in Action <input type="checkbox"/> Causes and Consequences of Political Behavior <input type="checkbox"/> The Ethics of Behaving Politically <input type="checkbox"/> Global, Asian, and Local Implications
14	CONFLICT AND NEGOTIATION (Chapter 14) <input type="checkbox"/> Transitions in Conflict Thought <input type="checkbox"/> The Conflict Process <input type="checkbox"/> Principled Negotiation: Win-Win Approaches <input type="checkbox"/> Global, Asian, and Local Implications
****THE ORGANIZATION SYSTEM****	
15	FOUNDATIONS OF ORGANIZATION STRUCTURE (Chapter 15) <input type="checkbox"/> Common Organizational Designs <input type="checkbox"/> New Design Options; <input type="checkbox"/> Why Organizational Structures Differ <input type="checkbox"/> Organizational Designs and Employee Behavior <input type="checkbox"/> Global, Asian, and Local Implications
16	ORGANIZATIONAL CULTURE (Chapter 16) <input type="checkbox"/> A Definition of Organizational Culture <input type="checkbox"/> What Do Cultures Do <input type="checkbox"/> Creating and Sustaining Culture <input type="checkbox"/> How Employees Learn Culture <input type="checkbox"/> Creating an Ethical Organizational Culture <input type="checkbox"/> Creating a Positive Organizational Culture <input type="checkbox"/> Spirituality and Organizational Culture <input type="checkbox"/> Global, Asian, and Local Implications
17	HUMAN RESOURCE POLICIES AND PRACTICES (Chapter 17) <input type="checkbox"/> Selection Practices <input type="checkbox"/> Training and Development Programs <input type="checkbox"/> Performance Evaluation <input type="checkbox"/> Managing Work-Life Conflicts in Organizations <input type="checkbox"/> Global, Asian, and Local Implications
18	ORGANIZATIONAL CHANGE AND STRESS MANAGEMENT (Chapter 18) <input type="checkbox"/> Forces for Change <input type="checkbox"/> Managing Planned Change <input type="checkbox"/> Resistance to Change <input type="checkbox"/> Approaches to Managing Organizational Change <input type="checkbox"/> Creating a Culture for Change <input type="checkbox"/> Work Stress and its Management <input type="checkbox"/> Global, Asian, and Local Implications
19	CONVERGENCE LECTURE: ORGANIZATIONAL LEADERSHIP SUCCESS STORIES <input type="checkbox"/> Actual Experiences of Resource Persons <input type="checkbox"/> Ethical Best Practices <input type="checkbox"/> Convergence Quick Reaction Paper <p><i>N.B. The exact date of the Convergence Lecture will be announced later. The student is to submit a brief reaction paper immediately after the lecture.</i></p>

VII. SCHOOL AND DEPARTMENTAL CLASSROOM POLICIES

- The JGSOM Dress Code will be strictly enforced and the Student Handbook will serve as the over-all guide.
- Maximum allowable cuts: 9 hours worth of absences
- Intellectual honesty is to be upheld at all times. Plagiarism merits an "F" as final grade for the subject.
- Teacher will inform the beadle(s) and/or the class should he be absent or late.
- For 1 hour classes, students are considered late if they arrive within the first ten minutes of classes. A cut for the whole period will be given if they arrive after the first ten minutes. For 1.5 hour classes, students are considered late if they arrive within the first 15 minutes of classes. A cut for the whole period will be given if they arrive after the first 15 minutes.
- Three lates in 1 hour classes = 1 cut. Two lates in 1.5 hour classes = 1 cut.
- Discipline, courtesy, and respect for everyone:
 - (a) Keep mobile phones on silent mode.
 - (b) Please request permission to bring in guest.
 - (c) Use of laptops: devoted only to note taking of the lecture on hand.

VIII. SUGGESTED READINGS FROM THE L&S DEPARTMENT

Barker, J. A. (1992). *Future edge*. New York: William Morrow and Company.

Covey, S. (1998). *The 7 habits of highly effective teens*. New York: Simon & Schuster.

Covey, S. R. (1991). *Principle-centered leadership*, New York: Summit Books.

De Leon, E. B. (1998). *Live, love, laugh forever*. Manila: National Book Store Publishing.

Frick, D. M., & Spears, L. C. (Eds.) (1996). *On becoming a servant leader: The private writings of Robert K. Greenleaf*. San Francisco: Jossey-Bass.

Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power & greatness*. Mahwah, NJ: Paulist Press.

Spears, L. C. (Ed.) (1998). *The power of servant leadership*. San Francisco: Berrett-Koehler.

Kouzes, J. M., & Posner, B. Z., (2007). *The leadership challenge* (4th ed). Jossey-Bass.

Lowney, C. (2003). *Heroic leadership: Best practices from a 450-year-old company that changed the world*. Chicago:ILL: Loyola Press.

Maxwell, J. (1998). *The 21 Irrefutable laws of leadership: Follow them and people will follow you*. Nashville, TN: Thomas Nelson.

Matthews, A. (1997). *Follow your heart*. Queensland, Australia: Seashell

Publishers. United Nations (2000). *Good Governance*. New York: UN Publishing

IX. PROFESSOR /CONSULTATION HOURS – to be arranged individually by professors with their classes

