

Summer 2023 Quad 2

Meeting days: On-line	Instructor title and name: Dr. Bruce Schooling
Meeting times: On-line	Phone: 619-889-9669 (cell – calls are screened)
Meeting location: On-line	E-mail: bschooli@pointloma.edu
Final Exam: Due 8-27-23 @ 11:59p	Office location and hours: by arrangement
Additional info:	Additional info:

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission Statement

Character – Professionalism – Excellence – Relationships – Commitment – Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course addresses organizational behavior and how it is impacted by values, diversity, and technology. Students examine the process through which managers learn to apply concepts from the behavioral sciences to observe, understand, and influence behavior in the workplace. Concepts such as motivation, leadership, and application of techniques for individual and organizational growth and decision-making in a global environment are discussed.

COURSE LEARNING OUTCOMES (CLO)

The following student learning outcomes will be achieved by this course:

1. Exhibit an understanding of organizational behavior concepts and theories (PLO 1).
2. Assess corporate culture across various organizational contexts (PLO 3).
3. Propose recommendations to address organizational issues considering organizational behavior concepts, models and theories (PLO 3 & A1).
4. Present recommendations to assess organizational issues using effective written communication (PLO 6).

5. Identify key elements of teamwork and apply the elements in a team setting (PLO 7).

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 8 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS

Neck, C.P., Houghton, J.D., and Murray, E.L. (2017). *Organizational Behavior: A critical-thinking approach*. SAGE Publications, Los Angeles, CA
ISBN 9781506314402

McDonald, L.G., and Robinson, P., (2009). *The Colossal Failure of Common Sense: The Inside Story of the Collapse of Lehman Brothers*. Three Rives Press, New York, NY
ISBN 9780307588340

Lencioni, P. (2002). *The Five Dysfunctions of a Team: A leadership fable*. Jossey-Bass, San Francisco, CA
ISBN 9780787960759

NOTE: Students are also encouraged to begin reading the books in preparation for the class as soon as possible.

ASSESSMENT AND GRADING

Because there are assignment due almost everyday grades will be posted within two (2) days following the due date. It is important to read the comments posted in response to the work as these comments are intended to lead deeper into the subject matter. Final grades will be posted within one week of the end of the class. Grades will be based on the following:

Deliverables for this course

These are the “big rocks” you will need to finish to complete the course. There are a number of smaller items that require your attention and they are listed as a whole.

There is a significant amount of reading required. Two chapters of the textbook (Neck et al) each week followed by a quiz on each chapter, *The Five Dysfunctions of a Team* in the first part of the course, and *The Colossal Failure of Common Sense* to be finished by the end of the course. Material from these readings is to be used in the assignments.

In addition, the original research component (the Literature Review) of the course requires you to consider, find, read, and inform others of what is “known” about a particular OB subject. There are a series of assignments designed to help guide you to a completed Literature Review.

There are several videos to watch and comment on in Discussion Boards. These videos are intended to help you to really think through the material of OB and to ask you to consider, perhaps, a different perspective.

There is an Organizational Behavior consulting report to be written based up the Lehman reading.

Finally there is a book exam for the Dysfunctions book and a comprehensive final exam.

ASSIGNMENTS & ACTIVITIES COURSE HOURS

Reading: Text & Notes	40
Discussion Assignments & Posts	13
Written Assignments	13
Journal Activities	8.5
Literature Review Research & Project	12
Video Webinars & Presentations	12
Quizzes	7
Major Learning Assessments	7
Total	112.5

Grading Points

Module Assignments	180
Video Discussions	140
Chapter quizzes	280
Literature Review Assignment	100
Dysfunctions Exam	100
Final Exam	100
Final OB Consultation Paper	100
Total	1000

- **Grade Scale**

Standard Grade Scale Based on Percentage of Points Earned				
A	B	C	D	F
A 950-1,000	B+ 870-899	C+ 770-799	D+ 690-699	F Less than 650
A- 900-949	B 830-869	C 730-769	D 670-689	
	B- 800-829	C- 700-729	D- 650-669	

INCOMPLETES AND LATE ASSIGNMENTS

- **Late Assignments**

All assignments are to be submitted by the due dates posted. I will examine any late assignments and grade accordingly. Please monitor the dates closely. You should verify assignments in the syllabus and in the Canvas module. The “To Do” list on your canvas dashboard may not be correct. Work in the “Modules” If missing assignments result in your failure to meet learning outcomes, you may receive a letter grade reduction on the final grade in addition to the loss of points for missing work.

In our discussions, late work means that others may not have the opportunity to respond to your comments. It also means that you will not have the benefit of as much interaction with other students as you will have if your assignment is posted on time. If you know you will be away on the day your assignment is due, please post your work before you leave.

Assignments will be considered late if posted after midnight Pacific Standard Time on the day they are due.

Incompletes will only be assigned under extremely unusual circumstances.

- **Participation**

Given this is a Master level course you are expected to be engaged and contributing to every discussion. Your participation, engagement, and contribution in the course is monitored and is reflected in the grading of assignments. Your interaction with the course content, the instructor, fellow students, and the learning process directly influences your level of success in the course. You need to demonstrate that you have truly completed the assigned readings, shared what you learned from them, and demonstrate understanding and application of the concepts presented. Participation in the course will benefit your overall experience as well as the experience of others in the course.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong’s cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on State Authorization to view which states allow online (distance education) outside of California.

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See the Academic Honesty Policy in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if

they do not wish to utilize some or all of the elements of their AP in that course. Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

SEXUAL MISCONDUCT AND DISCRIMINATION

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix

COURSE MODALITY DEFINITIONS

1. In-Person: Course meetings are face-to-face with no more than 25% online delivery.
2. Online: Coursework is completed 100% online and asynchronously.
3. Online Synchronous: Coursework is completed 100% online with required weekly online class meetings.
4. Hybrid: Courses that meet face-to-face with required online components.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Face-to-Face Courses:

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. See Academic Policies in the Graduate and Professional Studies Catalog for additional detail.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes

posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

Student who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.)

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor.

USE OF TECHNOLOGY

In order to be successful in your course, you'll need to meet the minimum technology and system requirements; please refer to the Technology and System Requirements information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination on its scheduled day. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

Summary of assignments

1. **Academic Honesty Verification:** Be sure to review the Academic Honesty Verification information before taking any quiz or exam. This is something that is included in every class, for your signature.
2. **Faith Integration**
A weekly readings are provided in the Weekly Schedules. Each are intended to integrate with the weekly material but are not obvious. This really is a time to reflect and could help you to find thoughts for use later in the course or in life.
3. **Reading/Lecture Notes/**
Students are expected to complete the assigned reading as early in the week as possible so that the

reading can inform the student's contribution to the course. In addition there are quizzes, for each chapter, in the textbook

4. **Weekly Assignments**

Each weekly module contains assignments to be submitted through Canvas. Each assignment requires writing to the issues presented and expects a thorough exploration of relevant material.

5. **Weekly Engagement**

Each weekly module contains weekly engagement activities consisting of assignments, journals, and discussions. Engagement provides a place for you to share with and from the learning community (your peers) in a collaborative place. Discussions provide a place to learn and work together. Journals are a safe place to express valued insights into the material and is a private place that only the producer and the instructor can view.

6. **Research Assignments**

There are five (5) components to the Research portion of the course – the first 4 components lead to the completion of the Literature Review

a. Research Question: Understanding and adding to the knowledge base of the field begins with a desire to discover something new. The development of a research question is the first step (and the hardest step) in doing research. It is as simple as "What do you want to know?" This assignment requires the student to develop the question for yourself about an area of organizational behavior.

b. Research Topic: The topic is a statement of the question. It is the development of a hypothesis.

c. Research Outline: An outline provides an overview of the research project and allows for holistic thinking of the needs of the project from start to finish.

d. Research Reference List: The development of the literature to be read and synthesized on the various components of the hypothesis provides for the gathering of the material to be read.

e. Literature Review: An integrated overview of the research already done on the variable pertinent to current research informs the reader of what has already been found in the area under investigation. Literature Reviews require the author to weave together the material so that the reader is informed of the foundation and the issues involved in the current research area.

7. **Final Project:** Through the term of the course, you will read "The Colossal Failure of Common Sense". It is an insider's view of what happened at Lehman Brothers at the beginning of the financial meltdown around 2008. But the book takes you back to the author's roots and provides some insight into the journey that gives rise to his thinking.

The book provides a common case for all students to reference in a hypothetical consulting project at Lehman.

8. **Examinations**

There are two (2) exams covering the required reading in *Dysfunctions* and a Final Comprehensive Exam covering the material in the Discipline.

9. **Course Evaluations**

An important evaluation of the course will be found in the 7th module for all students to complete.

Date	Details	Due
Mon July 3, 2023	Assignment: Work through the Getting Started Modules	due by 11:59pm
Sun July 9, 2023	Assignment L-2. Thinking about Organizational Behavior and Ethics	due by 11:59pm
Mon July 10, 2023	Assignment 1-5. Assignment -- Who Are You?	due by 11:59pm
Tue July 11, 2023	Discussion Topic 1-6. Video Discussion 1: The Basics of Looking at OB	due by 11:59pm
Wed July 12, 2023	Quiz 1-7. Chapter 1 Quiz	due by 11:59pm
Fri July 14, 2023	Discussion Topic 1-8. Video Discussion 2: Diversity and Individual Differences (Ariely)	due by 11:59pm
Sat July 15, 2023	Quiz 1-9. Chapter 2 Quiz	due by 11:59pm
	Assignment 1-10. Journal Assignment - How did you get here?	due by 11:59pm
Sun July 16, 2023	Assignment 1-11. Research 1 -- Literature Review: The Thought	due by 11:59pm
Mon July 17, 2023	Assignment 2-4. Assignment -- Environmental Scanning	due by 11:59pm
Tue July 18, 2023	Discussion Topic 2-5. Video Discussion 3 -- Peabody and Sherman meet Galileo	due by 11:59pm
Wed July 19, 2023	Quiz 2-6. Ch. 5 QUIZ	due by 11:59pm
Fri July 21, 2023	Discussion Topic 2-9. Video Discussion 4 -- Where Do Good Ideas Come From? (Johnson)	due by 11:59pm
Sat July 22, 2023	Quiz 2-10. Ch. 6 QUIZ	due by 11:59pm
Sun July 23, 2023	Assignment 2-12. Assignment -- Group -- Develop a slide set to teach using research	due by 11:59pm
	Assignment 2-13. Research 2 - Literature Review: The Question	due by 11:59pm
Mon July 24, 2023	Assignment 3-3. Assignment: Do I Really Know?	due by 11:59pm

Date	Details	Due
Tue July 25, 2023	Discussion Topic 3-4. Video Discussion 5 -- Creativity and Innovation (Friedman)	due by 11:59pm
Wed July 26, 2023	Quiz 3-5. Ch. 9 QUIZ Assignment 3-8. Journal Assignment: Linking my Worldview/Faith	due by 11:59pm
Fri July 28, 2023	Discussion Topic 3-9. Video Discussion 6: Conflict and Negotiation (Christian)	due by 11:59pm
Sat July 29, 2023	Quiz 3-10. Ch. 10 QUIZ	due by 11:59pm
Sun July 30, 2023	Assignment 3-11. Research 3 -- Literature Review: The Hypothesis Assignment 3-14. Considering Personality Assessment	due by 11:59pm
Mon July 31, 2023	Assignment 4-4. Assignment: Hawthorne Readings and Questions	due by 11:59pm
Tue Aug 1, 2023	Discussion Topic 4-5. Video Discussion 7 -- How Culture Drives Behaviors (Bourrelle)	due by 11:59pm
Wed Aug 2, 2023	Quiz 4-6. Ch. 3 QUIZ Discussion Topic 4-8. Assignment -- A Quiz done on a Discussion Board	due by 11:59pm
Fri Aug 4, 2023	Discussion Topic 4-9. Video Discussion 8 -- RSA Animate -- "Drive"	due by 11:59pm
Sat Aug 5, 2023	Quiz 4-10. Ch. 4 QUIZ	due by 11:59pm
Sat Aug 5, 2023	Assignment 4-11. Journal: Them and Me	due by 11:59pm
Sun Aug 6, 2023	Assignment 4-13. Research 4 -- Literature Review: The Outline Quiz 4-14. Dysfunctions Exam	Due by 11:59pm
Mon Aug 7, 2023	Discussion Topic 5-3. Discussion -- Revisit the Quiz on a Discussion Board - (Perception Quiz) - (4-8.)	due by 11:59pm

Date	Details	Due
Tue Aug 8, 2023	Discussion Topic 5-4. Video Discussion 9 -- Build a Tower, Build a Team! (Wujec)	due by 11:59pm
Wed Aug 9, 2023	Quiz 5-5. Ch. 7 QUIZ Assignment 5-6. Assignment: Journal -- Best and Worst Work Groups	due by 11:59pm
Fri Aug 11, 2023	Discussion Topic 5-7. Video Discussion 10 -- Who Are You Really? The Puzzle of Personality (Little)	due by 11:59pm
Sat Aug 12, 2023	Quiz 5-8. Ch. 8 QUIZ	due by 11:59pm
Sun Aug 13, 2023	Assignment 5-10. Research 5 -- Literature Review: The Reference List	due by 11:59pm
Mon Aug 14, 2023	Discussion Topic 6-5. Assignment: Discussion Board -- Greenback Financial	due by 11:59pm
Tue Aug 15, 2023	Discussion Topic 6-6. Video Discussion 11 -- Cultural Fundamentals from Edgar Schein (Schein)	due by 11:59pm
Wed Aug 16, 2023	Quiz 6-8. Ch. 13 QUIZ Assignment 6-10. Assignment: Changes I can make	due by 11:59pm
Fri Aug 18, 2023	Discussion Topic 6-11. Video Discussion 12 -- Color Blind or Color Brave (Hobson)	due by 11:59pm
Sat Aug 19, 2023	Quiz 6-12. Ch. 14 QUIZ	due by 11:59pm
Sun Aug 20, 2023	Assignment 6-14. Research -- The Literature Review	due by 11:59pm
Mon Aug 21, 2023	Assignment 7-3. Assignment: Journal -- Power and Me!	due by 11:59pm
Tue Aug 22, 2023	Discussion Topic 7-4. Video Discussion 13 -- Why Work Doesn't Happen at Work (Fried)	due by 11:59pm
Wed Aug 23, 2023	Quiz 7-5. Ch. 16 QUIZ	due by 11:59pm

Date	Details	Due
Fri Aug 25, 2023	Discussion Topic 7-6. Video Discussion 14 -- First Why, Then Trust (Sinek)	due by 11:59pm
Sat Aug 26, 2023	Quiz 7-7. Ch. 17 QUIZ	due by 11:59pm
Sun Aug 27, 2023	Assignment 7-9. Final Project Quiz 7-10. Final Exam	due by 11:59pm