COURSE DESCRIPTION

Among the challenges companies face today which are related to OB include: a global economy; a skilled/unskilled global work force; changing demographics of the workforce; leadership; rapid technological change/ disruption; innovation; organization restructuring; employee motivation/engagement/satisfaction.

Focus of course: The course focuses on the application of key concepts and theories related to business issues related to above challenges to companies and to you. It seeks to contribute to the development of your communication, interpersonal, team, leadership and management skills – which in combination with knowledge and technical skill sets, will be important to your success in business.

COURSE MATERIALS


Regular Readings from HBR, WSJ, Forbes, NY Times, other business publications. Articles or links will be posted on Blackboard, in “Class Documents” folder as assignments and group discussions; a few may be distributed in class for small group discussions based on assignments.

Check Blackboard regularly for posted PPTs, Articles and Announcements. Emails- Make sure your email is correct in system as I email through Blackboard (BB) and my RBS emails are forwarded to my Gmail account.

LEARNING GOALS AND OBJECTIVES

- Provide greater insights into both traditional and contemporary concepts, issues and topics in organizational behavior (OB)
- Provide learning and understanding about organizational culture, effective teamwork, leading organizational change, and Leadership behaviors and how these are linked to, and impact, company strategies, operations and performance.
- Exposure to modern leadership theories and models including, but not limited to Transformational Leadership, Authentic Leadership, Leadership through Emotional Intelligence.
- Learn and apply “Change Management” and leading change models, e.g., Kotter, Clay Christensen
- Strengthen your teamwork, communication and presentation skills.
CLASS FORMAT/METHODOLOGY

Combination of lectures and small/large group discussions; formal/informal presentations. It is a collaborative and reciprocal learning environment replicating the workplace.

It is a class where you are expected to communicate verbally and to express your views and perspectives on topics. Teamwork skills are important. *I try to have at least 2 guest presenters per semester.*

**Respect:** Recognizing and respecting commonalities and differences are important in business and in our class. I/we will work to create a comfortable/trusting class culture.

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**GRADING:**

Papers:

-- Interview of a Change Leader 30%
-- Leadership Models- Comparison paper 30%
-- Class Participation including in-class and in small group discussion/participation and reporting out to class 15%
-- Final Capstone Team Presentation (Individual and team grades) 25%

Attendance (2 absences and/or or 2x late to class reduces grade by a ½ grade)

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**GUIDELINES**

A = 92 and above; A- = 89-91; B+ = 85 to 88; B = 80 to 84; C+ = 75 to 79; C = 70 to 74; C- = 66 to 70; D = 61 to 65; F = 60 and below.

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**MAJOR ASSIGNMENTS:**

*Your papers are submitted both electronically prior to due date and hard copy on due date.*  Written Assignments: papers should be in Arial 10 font, double spacing, using 1-inch margins, and appropriate references/footnotes with a bibliography. Please display your name and date clearly on a title page and on your name on each page, and staple it when handing in hardcopy in class. The papers need to meet the criteria of American English business style and grammar.

More specific Guidelines will be provided for each paper.

1. **Interview- Organizational Change. 5-7pp**
   
   Director Level and above (if large co.); e.g., HR, Business/Unit Leader; Project Leader, etc.

   Interview an individual who has led a “change” initiative, e.g., Org. or project based which impacts/impacted org. structure, workplace culture, system; product development/market. The Purpose is to give you a more in-depth view of Change within an Organization and core elements which impact the results of the change. It is important to identify key elements of the change, key lessons learned, reference information and materials covered in class through articles, text, etc. This paper should include references to articles on Leading/Managing Change, e.g. Kotter article, Mercer-Delta article, text, other.

2. **Leadership Paper- Critique/Compare articles related to OB and Leadership**

   A 4-5 page paper, plus a chart comparing two articles on leadership (e.g., Daniel Goleman; Peter Drucker; or other Leadership model) with a comparison to a Business Leader (of your choice) whom you will research on Leadership. You need to clear the Leader you plan to study and report on in the paper.
4. Team Project— Company Industry Presentation
Each Team reports to class in a 35 min. presentation with PPT with a 3-4 page summary of Key
Learnings, Lessons Learned focused on OB, especially Org. Change as related to company goals, strategy
and leadership. And your Key Learnings operating as a Team.

***You will select which Company you want to work on based on your interest in company and/or
industry. Examples of companies and industries student teams reported on included: The Container
Store; Gore; Nike; Tesla; Amazon; Cliff Bar; Google; Apple; Whole Foods; Disney Co; Starbucks, etc.
This is a research and presentation team capstone project.
# OB MBA SYLLABUS - COURSE SCHEDULE**

<table>
<thead>
<tr>
<th>Week</th>
<th>Chapter/ Discussion Topics</th>
<th>Text (per chapter) and Assignment Readings</th>
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</thead>
<tbody>
<tr>
<td>1-2</td>
<td>Introduction to OB</td>
<td>• Review Key Assignments— &lt;br&gt; - Interview on Change &lt;br&gt; - Leadership – Interviews/models &lt;br&gt; - Team Projects—Reports on Co./Indus. &lt;br&gt; • Additional Readings in WSJ, NYT, HBR, MIT Sloan Review, other periodicals. &lt;br&gt; Class requirements, practices and syllabus &lt;br&gt; • Student Introduction form posted on blackboard &lt;br&gt; (bring 2 copies of typed Completed Form to Class)</td>
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<tr>
<td>3-4</td>
<td>Org. Culture- Importance and impact on Behaviors/Values/Performance and Results; Org Structure</td>
<td>Text – read CH. 3; Article: What is Culture, Christiansen, HBR article and Text - Ch 13 (org. structure and change) NYT articles- Sadove, Warby Parker, and Chambers articles assignment and discussion</td>
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<tr>
<td>5</td>
<td>Diversity/Inclusion; perceptions, employee attitudes Organizational Change-part 1</td>
<td>Assignment Ch 4, 5, Perception; Personality, Attitudes; Ch. 14 Org Change.</td>
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<tr>
<td>6</td>
<td>Employee Satisfaction/Engagement-linked to Culture, performance; Emotional Intelligence Weeks 6-- start selection of Cos. to study and present</td>
<td>Chapter 6- Motivation; articles on Employee Engagement. &lt;br&gt; Leading Change Interview Assignment due week 7- email prof. your paper night before class (by 8pm) and bring in hard-copy to class. Be prepared to discuss key lessons learned. NYT articles (TBD)</td>
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<tr>
<td>7-8</td>
<td>Leadership (Intro) and Human Side of Change (Change - part 2)</td>
<td>Assignment CH. 8; Assignment; NYT articles (TBD). Possible Guest Presenter Starting in Week 7 you will receive 35+ minutes in each class to work on your Team presentations. I provide inputs, guidance, coaching, etc.</td>
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<tr>
<td>9-10</td>
<td>Communications; Team Work- Behaviors and Effectiveness; Group Decision-Making; Conflict Management</td>
<td>Assignment, chapters 9-11 Leadership Comparison Paper due Week 9 Class Debrief of Leadership papers</td>
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<tr>
<td>11</td>
<td>Innovation</td>
<td>Possible guest presenter</td>
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<tr>
<td>12</td>
<td>Innovation and Creativity con’t (tools)</td>
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<tr>
<td>13-14</td>
<td>Team Presentations OB –Review</td>
<td>Team Project Presentations – depends on number of teams class forms (typically 5 students per team).</td>
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</table>

** Subject to change based on student interest, class progress, guest speaker availability, other.

The professor reserves the right to make modifications to the schedule, assignments as needed. It is the student’s responsibility to be aware of any announced changes and to note those changes in the syllabus. Everything is posted and/or discussed in class.