

**NORTH PARK UNIVERSITY SCHOOL OF BUSINESS AND NONPROFIT
MANAGEMENT**

Syllabus

SBNM 5010 Organizational Behavior and Ethics
Fall 2009-10

<p>Monday 6:30-9:50 PM</p> <p>Class meets from August 24th – October 12th</p> <p>There will be no class on Memorial Day, September 7th</p> <p>Chicago Campus</p> <p>Catherine Marsh Phone: 773 244-5722 Fax #773 244-5285 Email: cmarsh@northpark.edu</p> <p>Office Hours: Before and After Class and by appointment</p>	<p>Tuesday 6:30 – 9:50 PM</p> <p>Class meets from August 25th-October 6th</p> <p>Chicago Campus</p> <p>Catherine Marsh Phone: 773 244-5722 Fax #773 244-5285 Email: cmarsh@northpark.edu</p> <p>Office Hours: Before and After Class and by appointment</p>
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Texts:

McShane, S.L., Von Glinow, M.A., Organizational Behavior: Essentials, 2nd Edition, McGraw-Hill Irwin, 2009 ISBN: **978-0-07-338122-0**

Ferrell, O.C, Fraedrich, H. & Ferrell, L., Business Ethics: Ethical Decision Making and Cases, 7th Edition. Houghton Mifflin, 2007 ISBN: **978-0618749348**

Inventories: You will be billed separately for the inventories

Strength Deployment Inventory (Will be provided in class)

Platinum Rule Inventory (Will be provided in class)

Required Self Assessments Using Online Inventories:

After you reach the site (<http://www.mhhe.com/mcshaneESS2e>) go to First Time Users under the online learning center. You will be charged \$10 for use of

the online assessments. Make sure you keep a copy of the results of each inventory for use in class discussion.

For Session 2

Individual Differences and Personality

- Assessing How Personality Type Impacts your Goal-Setting Skills
- Career Planning Based on Brain Dominance and Thinking Styles
- The Type A Scale

For Session 3

Individual Differences and Personality

- Assessing Your Emotional Intelligence
- Assessing Your Empathy Skills

Diversity and Perception

- Appreciating and Valuing Diversity

Ethics

- Assessing your Ethical Decision-Making Skills

For Session 4

Motivation and Goal Setting

- Assessing your Perspective Taking

For Session 5

Power and Conflict

- What is Your Primary Conflict- Handling Style?

For Session 6

Groups and Teams

- Team Roles Preferences Scale

Organizational Structure and Technology

- Identify Your Preferred Organizational Structure

Mentoring

- Corporate Culture Preferences Scale

Course Description and Objectives:

The purpose of this course is to develop an understanding of human behavior in changing organizations and the managerial awareness, tools and methods that are available to increase effectiveness. The course surveys principles and theories about individuals and groups at work, motivation and interactive drives and processes for satisfying needs, organization strategies for effectively utilizing people and creating the environment to achieve goals of people and companies. The course also surveys ethical issues and the rational integration of ethical thinking and decision-making in competitive organizations. New models of leadership, teams, organization structure and OD practices are studied as the product of today's transforming organizations.

Course Methodology:

Students are responsible for all assigned readings prior to class. In class, we will have a number of exercises, case studies, lectures and discussions. The learning process will be heavily dependent upon the student's willingness to become involved in all of these.

Grading: Grades will be based on the following:

Class participation	10%
(Please note, this includes coming to class, arriving on time, completion of homework assignments and taking part in class discussions with germane questions and answers.)	
Paper, "An Analysis of My Personality, Values, Motivation and Decision-Making Style and the Degree to Which I am a Good Fit with My Organization" (individual)	35%
One Current Event Analysis and Presentation (team)	20%
Organizational and Ethical Analysis and Presentation (team/individual)	25%
Team Evaluation	10%
Total	100%

Powerpoint Availability:

Professor Marsh's PowerPoint presentations are available on blackboard 24 hours prior to class.

Schedule of Readings and Assignments

<u>Session</u>	<u>Subject</u>	<u>Reading and Homework Assignment – should be completed prior to class.</u>
1 Monday 8/24 or Tuesday 8/25	<p>What is Organizational Behavior and why is it important?</p> <p>What is Business Ethics and why is it important?</p>	<p>Chapter 1, McShane & Von Glinow (2nd Edition)</p> <p>Chapter 1 & 3 Ferrell, Fraedrich & Ferrell (7th Edition)</p>
2 Monday 8/31 or Tuesday 9/1	<p>Values and Personality</p> <p>Ethical Issues and Social Responsibility</p> <p>Take the Strength Deployment Inventory in class.</p>	<p>Chapter 2 McShane & Von Glinow (2nd Edition)</p> <p>Chapters 2 & 10 Ferrell, Fraedrich & Ferrell (7th Edition)</p> <p>Self Assessments for Session 2 listed above</p>
3 Monday 9/14 or Tuesday 9/8	<p>Attitude, Emotions, Perceptions and Ethical Decision-Making</p> <p>Take Platinum Rule Inventory in class.</p> <p>Current Event Presentations (Team)</p>	<p>Chapters 3, 4, & 6 McShane & Von Glinow (2nd Edition)</p> <p>Chapters 5 & 6 Ferrell, Fraedrich & Ferrell (7th Edition)</p> <p>Self Assessments for Session 3 listed above</p>
4 Monday 9/21 or Tuesday 9/15	<p>Motivational Theories and Application</p> <p>Debrief Learnings from SDI & Platinum Rule</p> <p>Human Resource Management</p> <p>Current Event Presentations (Team)</p>	<p>Chapter 5 McShane & Von Glinow (2nd Edition)</p> <p>Have SDI and Platinum Rule Feedback Instruments Completed</p> <p>Schweitzer, Ordonez and Douma article posted on blackboard</p> <p>Self Assessments for Session 4 listed above</p>

<p>5</p> <p>Monday 9/28</p> <p>or</p> <p>Tuesday 9/22</p>	<p>Power Dynamics & Conflict Management</p> <p>Current Event Presentations (Team)</p>	<p>First Paper Due (Individual)</p> <p>Chapters 9 & 10 McShane & Von Glinow (2nd Edition)</p> <p>Chapter 7 Ferrell, Fraedrich & Ferrell (both 6th and 7th Editions)</p> <p>Self Assessments for Session 5 Listed Above</p>
<p>6</p> <p>Monday 10/5</p> <p>or</p> <p>Tuesday 9/29</p>	<p>Current Event Presentations (Team)</p> <p>Teamwork</p> <p>Organizational Structure and Culture</p> <p>Institutionalization of Business Ethics</p>	<p>Chapters 7, 12 & 13 McShane & Von Glinow (2nd Edition)</p> <p>Chapter 4 Ferrell, Fraedrcih & Ferrell (7th Edition)</p> <p>Self Assessments for Session 6 listed above</p>
<p>7</p> <p>Monday 10/12</p> <p>or</p> <p>Tuesday 10/6</p>	<p>Presentations and Evaluations</p>	<p>Organizational Analysis Presentation and Report (Team)</p>

Class Attendance Policy:

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed with only a 2 point deduction in participation points as long as all readings and assignments are made up by the student within a reasonable time period (the following class session). Missing a second class session is allowed only in unusual circumstances by prior arrangement and will result in 4 additional points deducted from the participation points. Since this represents more than 25% of the class time for the course, the student runs the risk of receiving a lower overall grade for the class. A student who misses three classes will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog (found on the NPU website). Tardiness is a **major** annoyance. We will start the class on time and will expect you to be there.

Availability:

Professor Marsh's office is in the School of Business and Nonprofit Management that is located in a two-flat on the south side of the river. Office hours are published above and you should feel free to come by at any time but we recommend calling before coming in to be sure to be there.

Academic Honesty:

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.

For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Disabilities:

Students with a disability who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/ada>

Papers:

Papers should be typed and double-spaced to afford an opportunity to insert comments. **Proof your papers carefully.** I expect graduate level work and misspellings, poor grammar, and bad syntax can lower your grade. The paper should be between 7- 10 pages in length and will be submitted via blackboard.

1. Paper: " An Analysis of My Personality, Styles, Values and Motivation and the Degree to Which I am a Good Fit with My Organization "

- I. Introduce your organization & and the role you play.
- II. Using inventories completed in class, self-assessments and homework assignments, as well as your own intuitive analysis, discuss your values, attitudes, motivation, personality, ethical philosophy and decision making style.
- III. Describe how you are seen by others (get feedback from work colleagues).
- IV. What are the predominant values (real) of the organization? Are these similar or different from your values?
- V. What are the personalities and decision-making styles of your superiors? Are you able to flex sufficiently in order to work with them?
- VI. Are you mission matched? Are you in alignment with the organization's ethical practices?
- VII. Summarize - and Close

2. Current Event: In teams, the students will bring to class a current news event and report on the significance of the event in light of the concepts studied in class.

- I. Tell the story.
- II. What is newsworthy about this story?
- III. What ethical issues does the event raise?
- IV. Describe the organizations behavior and approach to ethics.
- V. Discuss the impact on employees.
- VI. Discuss the impact on the business world.
- VII. Discuss the impact on society at large.
- VIII. Summarize and Close

3. Organizational and Ethical Analysis: In teams the students will choose one of the organizations for which a case has been written in Part IV of the Ferrell, Fraedrich and Ferrell text. Together they will analyze the organizational makeup and ethical issues facing the organization. Outside research will be required to complete this assignment.

- I. What are the mission and values of the organization?

- II. How would you describe the ethical approach and behavior of the organization and its leadership.
- III. What human resource strategies and practices have helped this organization? Which ones have hindered it?
- IV. Describe the organizational structure and work design and indicate whether it has been a factor in the ethical situation described in the case.
- V. What are the pillars of the organizational culture? Is it a strong or a weak culture? How has the culture contributed to the company's ethical profile?
- VI. Is the organization in alignment with its mission and values?

Discussion Questions

Be prepared to have at discussion each week in your team to share the findings of the self assessments and in response to the following questions:

Session 1

After reading Chapters 1 & 3 in Ferrell, Fraedrich & Ferrell, articulate your own statement on the importance of Business Ethics. Over which of the issues articulated in chapter 2 are you most concerned? Explain your response.

Session 2

After reading Chapters 2 and 10 in Ferrell, Fraedrich and Ferrell, answer the following questions:

What does social responsibility have to do with ethics? Would you say your organization is socially responsible? Why or why not? What issues does your corporate leadership need to address in this area? To which global issues (chapter 10) is your organization consciously responding? Of which are they generally unconscious. Explain your answer.

Session 3

In Chapter 6 of their text Ferrell, Fraedrich and Ferrell discuss the major moral philosophies. To the best of your ability, describe your own approach to ethics. Draw from the major philosophical theories to support your statement.

Session 4 (article posted on blackboard)

Schweitzer, Ordonez and Douma link goal-setting with unethical behavior (article posted on blackboard). Did anything surprise you about their findings? Why or

why not? What do their findings tell you about ethical behavior within your own organization? Are there any current management practices that you would recommend be re-examined in light of this research. Explain your answer.

Session 5

According to Ferrell/Fraedrich/Ferrell, Chapter 7, the actions of peers and top managers are better predictors of an individual's unethical behavior than are that individual's personal belief system or opportunity for engaging in unethical behavior. Does their research confirm your personal experience in organizations? Why or why not?

Session 6

After completing the assessments, reading McShane & Von Glinow, chapters 7, 12 & 13 and 4 in Ferrell/Fraedrich/Ferrell, describe your organization's structure. Is it the appropriate structure with which to carry out your organization's mission? How does the culture contribute to the organization's ethical environment? Is your leadership carrying out its responsibility in regards to the development of an ethics program in your organization? Explain.