

North Park University School of Business and Nonprofit Management Course Syllabus

Course:	SBNM 5010 A9	
Academic Year:	2013/14	Semester/Quad: Fall A
Credit Hours:	2	
Prerequisites:	None	

Instructor: Dr. Judith Muccheck
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Meeting Sessions: Monday 6:30 – 9:50 p.m., Grayslake Campus, Room TBA

Meeting Dates: August 26, 2013 – October 14, 2013 (no class Monday 9/20 for the Labor Day observance)

Availability

Before and after class and by appointment

Course Description

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, organizational 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 of OD practices are studied as the product of today's transforming organizations.

Texts and Materials

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, 9th Edition. South-Western Cengage, 2013.
 ISBN-13: 978-1-111-82516-4

Inventories: You will be billed separately for the inventories (these will be provided in class)

A fee of \$60.00 will be charged to your account to cover the cost of these assessment tools.

Strength Deployment Inventory
Platinum Rule Inventory

Required Self-Assessments using On-Line Inventories:

After you reach the site (<http://www.mhhe.com/mcshaneESS2e>) go to "First Time Users" under the on-line learning center. Please be sure to keep a copy of the results of each inventory for use in class discussion.

Essential IDEA Objectives

- Gaining factual knowledge.
The assigned readings, inventories, and class discussions will enable class participants to distinguish between types of individual and organizational ethical/unethical behaviors.
- Learning to apply course material.
Analysis of case studies and current events will afford the opportunity for critique of business practices as they occur in real-time.
- Developing a clearer understanding of, and commitment to, personal values.
Transfer of theory to one's own work-life practices and workplace policies will offer insight into level the of commitment to the implementation of ethical principles in one's own life.

Through North Park's efforts to determine student learning and satisfaction levels, the Office of Distributed Learning will be conducting a course evaluation, on behalf of the Office of Instructional Effectiveness, at the end of this term. Please keep the above learning objectives in mind, as well as your level of achievement of these objectives, for the end-of-term evaluation.

Specific Course Objectives

In addition to the general objectives stated above, the student who successfully completes the course will be able to:

- 1) Distinguish between individual personality types and relate the impact of each on personal goal setting.
- 2) Apply various moral philosophies across cultures; identify advantages and disadvantages of each
- 3) Explain the impacts of personality types on the human resource function in organizations and correlate it to employee motivation and/or levels of satisfaction
- 4) Deconstruct the notions of power and conflict in organizations
- 5) Describe the various facets of organizational culture. Be able to identify positive and negative attributes, as well as potential strategies to influence moves away from a destabilizing or negative culture to a positive and productive one.
- 6) Articulate personal, ethical non-negotiables.
- 7) Analyze organizational ethical issues using theories presented in the course.
- 8) Positively participate in team activities.

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 each activity.

Computer Requirements

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements> for information on computer requirements.

Technical Skills Required

Other than the ability to function in Moodle, students should be able to write papers using MS Word, create presentations using MS PowerPoint, perform basic tasks such as sending email with attachments, creating, editing and saving documents in a file structure, and performing web searches.

Sequence of Course Development

AUGUST 26

Session 1 – Introduction to the Course

SBNM 5010 13S1 A9-Muchek

Topics: Organizational Behavior, Business Ethics (why are they important)
 Readings & Assignments: McShane & VonGlinow – Ch. 1 Ferrell, Fraederic, Ferrell – Ch. 1 & 3
 Questions to Consider: Which issues in FFF Ch. 3 caused you the most concern? Be prepared to explain your response.

SEPTEMBER 2 – No class for Labor Day

September 9

Session 2 – Individual Difference & Personality

Topics: Values & Personality, Ethical Issues & Social Responsibility

Readings & Assignments: McS & VG – Ch. 2

FFF – Ch. 2 & 10

Type A Scale (on-line; print results to hand-in)

**Strength Deployment Inventory: we will do this in class

Questions to Consider: How does personality type impact your goal-setting skills? What “non-negotiables” would you include in your organization’s statement of socially responsible interactions? Is there a correlation between social responsibility and ethics?

SEPTEMBER 16

Session 3 – Individual Differences & Personality, continued

Topics: Emotional Intelligence, Diversity & Perception, Ethics

Readings & Assignments: McS & VG – Ch. 3, 4, 6

FFF – Ch. 5, 6

**Platinum Rule Inventory: we will do this in class

Current Events Presentation #1, #2

Questions to Consider: Be prepared to discuss the major moral philosophies. Describe your own approach to ethics.

SEPTEMBER 23

Session 4 – Motivation & Goal Setting

Topics: Motivational Theories & Applications, Human Resource Management

Readings & Assignments: McS & VG – Ch. 5

Article: Schweitzer, Ordóñez & Douma

Summarize your personal findings from SDI & PR inventories

Current Events Presentation #3, #4 (as needed)

Questions to Consider: Schweitzer, et al. link goal-setting to unethical behavior. To what degree do you resonate with their findings? What do their findings reveal about ethical behavior within your organization?

SEPTEMBER 30

Session 5 – Power & Conflict

Topics: Power Dynamics, Conflict Management

Readings & Assignments: *PAPER DUE*

SBNM 5010 13S1 A9-Muchek

McS & VG – Ch. 9, 10/ FFF – Ch. 7

Questions to Consider: According to FFF (Ch. 7) the actions of peers and high level managers are better predictors of an individual's unethical behavior than our individual persona, belief system or opportunity for engaging in unethical behavior. Does this research confirm, semi-confirm, or contradict your personal experience in your organizations? Explain.

OCTOBER 7

Session 6 – Groups & Teams

Topics: Teamwork, Organizational Structure & Culture, Institutionalization of Business Ethics

Readings & Assignments: McS & VG – Ch. 7, 12, 13

FFF – Ch. 4

Team Roles Preference Scale (on-line; print results to hand-in)

Preferred Organizational Structure Scale (on-line; as above)

Corporate Culture Reference Scale (on-line; as above)

Questions to Consider: Describe your organization's structure. Is it an appropriate structure in which to carry out its mission? How does culture contribute to the organization's ethical environment (or not)? Is your leadership carrying out its responsibility for creating and cultivating an active program of ethics? Explain.

OCTOBER 14

Session 7 – Tying it all together

Team Presentations

Course Evaluation

Grading: Grading for the course will be based on the following:

Class Participation	10%
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Includes attendance, arriving on time, completion of assignments, participating in class discussions with germane questions and answers

Paper	35%
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"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)

One Current Event Analysis & Presentation (Team)	20%
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Organizational & Ethical Analysis Presentation (Team/individual)	25%
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Team Evaluation	<u>10%</u>
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Total	100%
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Grade Mapping

<u>Numeric Grade</u>	<u>Letter Grade</u>
94-100	A
90-93	A-
88-89	B+
84-87	B
80-83	B-
78-79	C+ (77-79%)
74-77	C (73-76%)
	Anything below a C is an F

Assignment Grading Policies

Please be aware that your instructor will accept late submissions of any papers, projects or assignments only in extenuating circumstances. A late submission will be accepted only if arranged with the instructor prior to the assignment deadline. Agreed upon late submissions will have points deducted for lateness. If the student does not inform the instructor prior to the deadline, 0 points will be awarded for the assignment.

According to the policies of the School of Business and Nonprofit Management, a grade less than a C is a failing grade.

Student Responsibilities

- 1) Attendance, presence, and full participation are required for this class. It is critical that all assignments be fully completed prior to each class meeting.
- 2) Because of the condensed nature of the class (extended meeting times over seven weeks) it is typical that students will spend 3-4 hours engaged in class preparation for each hour of class meeting time.

Instructor Responsibilities

- 1) The course instructor will design the course and learning modules in such a way that students may achieve the learning objectives.
- 2) The course instructor will vary the learning experiences to include: individual work, team work, readings, simulations, class discussion and other modalities.
- 3) The course instructor will provide updated information on relevant resources for various topics of interest.
- 4) The course instructor will provide meaningful and timely feedback on all participant work associated with the course.
- 5) Communication with the instructor will be handled in a timely manner – typically within 24 hours of initiation by the participant.

Assignment Specifications

Papers

Papers should be typed and double-spaced to afford an opportunity to insert comments. Since this is a graduate level course, the onus of graduate level writing falls to the student. Misspellings, grammatical errors, poor syntax, and disorganization of thought can lower your grade. The paper should be between 7 – 10 pages in length. A correct bibliography is critical to your work!

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 & the role you play

- II. Using the 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 to 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 effectively work with them?
 - VI. Are you mission-matched? Are you in alignment with your organization's ethical practices?
 - VII. Summarize and close.
2. **Current Event:** in teams, students will present and report on the significance of a current news 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 organization's behavior and approach to ethics?
 - V. Discuss the impact on its employees.
 - VI. Discuss the impact on the business community.
 - VII. Discuss the impact on society at large.
 - VIII. Summarize and close.
3. **Organizational and Ethical Analysis:** In teams, students will choose one of the organizations for which a case has been written in Part V of Ferrell, Fraedrich and Ferrell text. Together they will analyze the organizational make-up 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?

Policy Statements

Attendance Policy for Graduate Courses

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) 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 refund policy outlined in the University Catalog.

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement on documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) PRIOR to that session. You need to provide a reason for your absence. Failure to provide advance notification will result in an unexcused absence. Be advised that poor or sporadic attendance may adversely affect your grade.

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University (NPU) and the SBNM 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 kind 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:

- Plagiarism – the use of another’s work and presenting it as one’s own without proper citation or credit to the individual. This includes information taken from the internet.
- Copying another’s answers on an examination.
- Deliberately allowing another to copy one’s answers or work.
- Signing an attendance roster for a student who is not present.

In the special instance of group work, the instructor may make clear her/his 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 Catalog (available at www.northpark.edu). In conclusion, it is our mission to prepare you 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 make this contact in a timely manner to ensure the implementation of these accommodations. For further information, please reference <http://www.northpark.edu/ada>.

Use of APA Publication Manual

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

- 1) Improving student’s writing skills
- 2) Standardizing the required format of all written assignments in all SBNM courses
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations

4) Holding students accountable for high quality written work

If you are unfamiliar with the requirements of the *APA Publications Manual*, it is recommended that you purchase the manual and/or that you consult one or more of the suggested resources listed on the Student Resources section of the SBNM website. **It is your responsibility to learn and ensure that all written work is formatted according to the standards in the *APA Manual*.**