

Organizational Behavior

Voyage: Fall 2013

Discipline: Commerce

Lower Division: (SEMS 2500 -102); 1415-1530 (2:15-3:30); A Days

Faculty Name: Charlene A. Dykman, Ph.D.

PREREQUISITES

This class is appropriate for students pursuing any major. It is an introductory course and has no prerequisites, although it is helpful to have a basic understanding of business and management.

COURSE DESCRIPTION

The purpose of this course is to provide the student with an introduction to concepts relevant to understanding and predicting human behavior in organizations. Topics include personality, motivation, leadership, group processes, decision making, and conflict resolution. Research findings in psychology, sociology, human resources and management are synthesized as they contribute to the understanding of individual and group productivity. Teamwork, leadership and problem solving are emphasized through experiential learning and/or case method. Assignments include written reports and oral presentations.

COURSE OBJECTIVES

Upon successful completion of this course you will be able to:

- Discuss both classic and current theories and practices in the field of Organizational Behavior.
- Apply Organizational Behavior theories and models to the analysis/evaluation of employees, workgroups, organizations, and their management.
- Demonstrate ability to summarize, critique, and evaluate the topic areas relevant to Organizational Behavior by working on discussion skills and presenting ideas individually and in groups.
- Understand, explain, and influence human behavior in organizational settings using established and emerging theories from various disciplines in order to achieve organizational excellence.

REQUIRED TEXTBOOK

AUTHOR: Debra Nelson and James Quick

TITLE: ORGB

PUBLISHER: South-Western – a Division of Cengage Learning

ISBN #: 978-1-133-19119-3 or #1-133-56242-6

DATE/EDITION: 2013 - Edition 3

REQUIRED BUSINESS CASE STUDIES FROM DARDEN AT UVA

Case Study – Caffeine with a Conscience (UVA E-0327)

Case Study–Gentleman’s Furniture – Role Play (UVA- OB-0928)

ON RESERVE IN THE LIBRARY

Publication Manual of the American Psychological Association – referred to as APA 6th Edition in this syllabus.

REQUIRED VIDEOS FOR THIS CLASS

These movies are available through the closed circuit system on the TV in your room. Please view them

prior to the date for class discussion about each of the movies.

- The Caine Mutiny (Conflict Resolution, Power and Authority, Organizational Reward Structures)
- Moby Dick (Leadership Theories)
- Hetalia: Axis Powers-Paint it White (Team issues, Conflict Resolution, Cultural Aspects, Stereotyping, Power and Authority)

TOPICAL OUTLINE OF COURSE

This course in Organizational Behavior will be unique because of our Semester at Sea experience. We will study the elements of Organizational Behavior with a focus on our voyage as an organization. Our ship is comprised of people, managers, employees, and all sorts of stakeholders. All organizations have their share of politics and power struggles and conflicts and negotiations are always part of the mix. Teamwork is essential for any successful organization, as is Leadership. Ethical decision making, performance management, and constant change and adaptability are all challenges faced by all organizations. Culture and cultural differences are major elements of the study of Organizational Behavior and it is obvious that cultural understanding has a deep and important connection for all of us on the Semester at Sea. Much of our work and discussion in this class will deal with the concepts of Organizational Behavior and how we see these at play throughout our time on board during Semester at Sea experience, as well as through our visits to the Ports and surrounding cities during this voyage.

SCHEDULE

Assignments of topics, exams, case study presentations, and other activities	Due dates/Class meeting
Introductions and Course Overview	A1 – 8/26
Ch. 1 - Organizational Behavior and Opportunity Review of insights from Port of Southampton	
Ch. 2 - Challenges for Managers Discussion and preparation for Port of St. Petersburg Assignment to Teams – Distribution of Port Field Lab and Field Assignment Questions	A2 – 8/28
Visit to St. Petersburg	8/29 thru 9/1
Ch. 3 - Personality, Perception, and Attribution Review of insights from Port of St. Petersburg Discussion and preparation for Port of Hamburg Distribution of focused questions for Caffeine with a Conscience Case.	A3 – 9/3
Visit to Hamburg	9/5 thru 9/8
Ch. 4 - Attitudes, Emotions, and Ethics Case Study analysis due (responses to focused questions) Review of insights from Port of Hamburg	A4 – 9/9
Case – Caffeine with a Conscience (UVA E-0327)- Class discussion Discussion and preparation for Ports of Antwerp and LeHavre	A5 – 9/11
Visits to Antwerp and LeHavre	9/12 thru 9/14 (Antwerp) 9/15 thru 9/16 (LeHavre)
Review of insights from Ports of Antwerp and LeHavre Discussion and preparation for Port of Dublin	A6 – 9/18
Visit Dublin	9/20 thru 9/23
Ch. 5 - Motivation at Work Ch. 7 - Stress and Well-Being at Work	A7 – 9/24

Review of insights from Port of Dublin	
Ch.6 - Learning and Performance Management Discussion and preparation for Ports of Lisbon and Cadiz and Field Lab in Casablanca	A8 – 9/26
Visit Lisbon	9/27 thru 9/28
In-Transit	9/29
Visit Cadiz	9/30 thru 10/1
No Class: Study Day/Conferences	10/2
Field Lab Assignment - Casablanca	10/3
Visit Casablanca	10/4 thru 10/6
Review of insights from Ports of Lisbon, Cadiz and Casablanca	A9 – 10/8
No Class: Study Day	10/10
Ch. 8 - Communication	A10 – 10/11
Ch. 9 - Work Teams and Groups	
Experiential Exercise (Lost at Sea)	A11 – 10/13
Discussion and preparation for Ports of Takoradi and Tema (Ghana)	
Visit to Ghana	10/15 thru 10/16 (Takoradi) 10/17 thru 10/18 (Tema)
No Class: Study Day	10/19
Ch. 10 - Decision Making by Individuals and Groups	A12 – 10/20
Review of insights from Ports of Takoradi and Tema (Ghana)	
Ch. 11 - Power and Political Behavior	A13 - 10/22
Discussion of <u>The Caine Mutiny</u>	
Mid-term Journal Entries due	
No Class: Study Day	10/23
Ch. 12 - Leadership and Followership	A14 – 10/25
Discussion of <u>Moby Dick</u>	
Discussion and preparation for Port of Cape Town	
Visit Cape Town	10/26 thru 10/30
No Class: Study Day	10/31
Experiential Exercise - leadership	A15 – 11/2
Review of insights from Port of Cape Town	
No Class: Study Day	11/4
Ch. 13 Conflict and Negotiation	A16 – 11/5
Ch. 14 Jobs and the Design of Work	
Ch. 15 Organizational Design and Structure	A17 – 11/7
No Class – Study Day	11/8
Ch. 16 Organizational Culture	A18 – 11/10
Discussion of <u>Hetalia: Axis Powers-Paint it White</u> movie	
Discussion and preparation for Port of Buenos Aires	
Visit Buenos Aires	11/12 thru 11/16
No Class: Study Day	11/17
Ch. 17 Career Management	A19 – 11/18
Review of insights from Port of Buenos Aires	
Discussion and preparation for Ports of Rio de Janeiro and Salvador	
Discuss Case Study Preparations	
Visit Rio De Janeiro	11/20 thru 11/22
No Class: In Transit	11/23 & 11/24
Visit Salvador	11/25 thru 11/27

Case Study–Gentleman’s Furniture–Team Role Play (UVA- OB-0928)	A20 – 11/28
Case Study–Gentleman’s Furniture –Team Role Play (UVA- OB-0928)	A21 – 11/30
No Class: Study Day	12/2
Ch. 18 Managing Change Review of insights from Ports of Rio de Janeiro and Salvador	A22 – 12/3
Review for Final Exam Integrative Papers due	A23 – 12/5
No Class: Study Day	12/7
FINAL EXAM	12/8 Finals (A24)

PACING OF THE COURSE

As you can see, this class will be very fast-paced. You are expected to read the assigned chapters before the class meets for the session in which it is assigned. Time during the class sessions will be focused on highlights of the chapters read, discussions about the major issues covered, and clarification about the topics as needed. You are expected to come to class knowledgeable about the chapter contents, with questions ready, and with a commitment to engaging in lively class discussions about the subject. You are expected to become a keen observer of your surroundings and the interactions that take place within our shipboard community, with a focus on concepts we are studying in Organizational Behavior. We will discuss what we can learn, from the perspective of Organizational Behavior, through our upcoming port visits. After each visit we will discuss what we learned, what we discovered to be different than we had anticipated and what aspects of Organizational Behavior you were able to observe while visiting each destination.

FIELD WORK

The Semester at Sea offers almost unimaginable opportunities to apply your text-book learning about Organizational Behavior to the real world as we progress through our voyage. We will concentrate our Field Lab experience on an in-depth investigation of one of the ports we will visit on this journey. You will be prepared with information about the Port, prior to the lab, along with investigative questions to assist in their analysis. Your Field Lab will result in a 1,000-1,500 word paper, written in APA 6th Edition format, discussing your findings related to the port we have visited as a Field Lab.

Field Lab:

We will visit the Port of Casablanca, Morocco and meet with administrative personnel who manage the Port. Your research during this Field Lab will be an investigation of the multitude of jobs found at the Port and the design of the work related to those jobs. This may include a tour of port operational areas, warehousing facilities, and administrative areas. We will look at typical cargo and materials handling processes, labor/management relationships, managerial structures, and other concepts related to the management of the Port of Casablanca operations. We will consider how performance is measured, how employees are motivated through incentives, and the particular feel of the culture of this Port.

Field Assignment:

Field Assignments take place throughout the length of our Semester at Sea voyage. Our shipboard community will serve as a living case study as you reflect upon what you have observed throughout the journey. Every day at sea and every destination we visit will involve an opportunity to witness Organizational Behavior in action.

All students will keep a contemporaneous journal focused on the Organizational Behavior aspects of our voyage and of all destinations that are visited during the Semester at Sea. Obviously, as the journey progresses and you learn more about Organizational Behavior from our class lectures, discussions, and activities, it is expected that the depth of your reflections will increase. The goal is that you view this entire experience as a living laboratory, filled with opportunities to witness Leadership, Motivation, Job Design, Culture, Work Teams, Decision-Making, Ethical Dilemmas, Job Satisfaction, Change Management, etc. These same things will be seen as we visit the ports and areas within their destination cities.

Your journal should contain at least weekly entries. These are to be more than a sentence or two long. An acceptable entry should be 200 - 300 words in length, just as a guideline. Some will be longer than that, of course. Your entries should focus on at least one topic in the realm of Organizational Behavior and your reflections upon what you have observed. For example, an early entry may discuss the workforce on our ship and/or in the Port of Southampton. What did you observe with respect to diversity? What did you witness in terms of Job Design? Did the process seem highly structured or chaotic? Describe what you saw, what you didn't understand, what seemed to be the atmosphere, your perception of stress levels, etc. You will submit your journal entries to-date at mid-term for a graded review.

Your journal will serve as the foundation for your integrative paper that is due on the last day of the semester. The paper will be 3,000-5,000 words long and written in APA 6th edition format. The paper will be an integration and synthesis of your reflections journal entries. These journal entries will be included as an attachment to the paper. In this paper you will integrate the concepts of Organizational Behavior that you have learned through this course into the actual real-world experience you have had during the Semester at Sea, both your shipboard and your destination experiences. What have you learned about Organizational Behavior in this class and how have you applied what you have learned in helping you enrich your understanding of your shipboard experiences and the destinations we have visited on the Semester at Sea?

CASE STUDY GUIDELINES

Our first case study, "Caffeine with a Conscience" will be conducted as a class discussion. Focused questions will be distributed prior to the day in which the case will be discussed. You will individually submit your written answers to the questions prior to the class meeting for case discussion.

Our second Case Study, Gentleman's Furniture–Team Role Play, will be a team based case study that takes place over two class days. Each team will receive a set of focused questions to be answered from the perspective of the role they are assigned.

- It is expected that there will be six students per team. There are six roles to be played. I will assign the case study teams. Size may be adjusted based on class enrollments.
- Three team presentations will take place on each Case Study day for this case.
- A set of focus questions will be assigned to each team for each case and these should be used as a guide in preparing for your class presentation and subsequent discussion.
- You will be make managerial recommendations with respect to your particular set of questions.
- Each presentation will be about 20 minutes in length with each student participating equally.
- You will receive a group grade (5 %) and individual grade (5%) for each Case Study presentation.

REFLECTIONS JOURNAL AND INTEGRATIVE PAPER

As mentioned in the Field Assignments section of the syllabus, you will keep your own personal contemporaneous journal reflecting on your impressions, from an Organizational Behavior perspective, of your entire Semester at Sea experience. This journal will then be tied together through an integrative process that culminates in your paper submitted near the end of the Semester at Sea. This paper will provide you with an opportunity to take a look backward at your entire Semester at Sea through your shipboard experiences and your experiences in the various destinations we have visited on this voyage. You will look at the reflections you recorded in your journal throughout the voyage and the change in perceptions as your understanding of Organizational Behavior grew deeper. You should tie your paper together through application of what you have learned from our textbook about Organizational Behavior through the lens of your own personal perceptions and experiences. Your grade will depend upon the depth with which you were able to apply the concepts of Organizational Behavior to your own experiences on the Semester at Sea. Everything you write will remain confidential. The paper will be 3,000-5,000 word and conform to APA 6th Edition formatting guidelines. You may use other resources that you have found through your research that serve to help with the development of your paper. All such resources will be properly cited within the paper

itself as included in your reference list. Your entire personal journal will be submitted as an attachment.

QUIZZES

From time to time, I like to give “pop” quizzes at the start of class. This will happen if it becomes clear that you are not keeping up with the reading assignments and prepared for the class discussions related to assigned readings. Graded quizzes will encourage you to be prepared for each class session and will, as a result, enhance your learning.

FINAL EXAMINATION

The final examination is comprehensive and includes material covered in the lectures and required readings, as well as material included in the case studies and learned from our country visits. The exam will include essay questions focused on several short mini-case studies.

CLASS PARTICIPATION AND ATTENDANCE

Because this is a Commerce/Business class, it is assumed that you are contemplating a career working in an organization. It is critical that you learn to engage and to participate fully within your organization. I would expect that you will participate in our class discussions, that you will listen, speak, question, challenge, and persuade your classmates to consider your point of view. I will be assessing the quality of your participation, not only the quantity. Your participation will be assessed based on the quality of your observations, analysis, and recommendations as well as the extent of your participation. You are expected to attend each class and your assigned Field Lab. Attendance will be taken every day and absences will result in a reduction in your grade in this class.

GRADING

Group Case Study Analyses and Presentations	20%
Case Study #1- Individual (10%)	
Case Study #2 – Individual (5%)	
Case Study #2 – Team (5%)	
Reflections Journal – Midterm	5%
Reflections Journal – Final	5%
Field Lab Report	15%
Integrative Paper	20%
Quizzes	5%
Final Exam	20%
Attendance and Participation	<u>10%</u>
Total	100%

HONOR CODE

Semester at Sea students enroll in an academic program administered by the University of Virginia, and thus bind themselves to the University’s honor code. The code prohibits all acts of lying, cheating, and stealing. Please consult the Voyager’s Handbook for further explanation of what constitutes an honor offense. Each written assignment for this course must be pledged by the student as follows: “On my honor as a student, I pledge that I have neither given nor received aid on this assignment.” The pledge must be signed, or, in the case of an electronic file, signed “[signed].”

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