BAMG 654.700 – 3 credits  
Leadership & Organizational Behavior  
Fall 2014 (CRN 14096)  

Instructor: Milan Larson, PhD.  
Office Number: 1055A Kepner  
Office Hours: 3:00 – 4:00 p.m. Mondays & Wednesdays or by appointment  
Telephone: 351-1219  
E-Mail: milan.larson@unco.edu  

CATALOG DESCRIPTION: Examines organizational behavior topics such as motivation, team dynamics, perception, power, politics, conflict, and culture, as well as an in-depth view of leadership.

PREREQUISITES: Graduate business standing or consent of instructor.

COURSE OBJECTIVES:

1. To understand organizational behavior topics.
2. To understand leadership theories and topics.
3. To apply material learned through projects and case analyses.
4. To analyze and evaluate one’s own leadership style.

MBA ASSURANCE OF LEARNING GOALS AND OBJECTIVES

<table>
<thead>
<tr>
<th>Learning Goal</th>
<th>Learning Objective</th>
<th>Course Objective(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be proficient with key business fundamentals</td>
<td>Students will be able to integrate knowledge from all business disciplines applying current and emerging business knowledge and technology to make decisions in complex environments.</td>
<td>1 &amp; 2</td>
</tr>
<tr>
<td>Demonstrate conceptual and analytical skills</td>
<td>Students will analyze data and information to identify key problems, generate and evaluate appropriate alternatives to make effective decisions.</td>
<td>3 &amp; 4</td>
</tr>
<tr>
<td>Demonstrate knowledge of how businesses operate in a global environment</td>
<td>Students will demonstrate awareness and understanding of the international challenges that encompass cultural, financial, legal and other problems.</td>
<td>3 &amp; 4</td>
</tr>
<tr>
<td>Demonstrate ethical awareness</td>
<td>Students will demonstrate ethical awareness by employing an ethical framework to identify possible ethical issues or problems and analyze the consequences for various stakeholders.</td>
<td>3 &amp; 4</td>
</tr>
<tr>
<td>Be effective communicators</td>
<td>Students will prepare and deliver professional quality presentations on a business topic.</td>
<td>3 &amp; 4</td>
</tr>
</tbody>
</table>
Readings:

- Various Articles posted on Blackboard by Professor Larson

Evaluations:

1. **A weekly observation (WO)** paper is due at the beginning of most classes—exceptions are noted in the class schedule.
   - These short papers must relate to the week’s topic/concepts. They may not simply summarize the readings because I assume you have read and understood the assigned papers. Instead, the WO should go beyond a simply summary. It could critique or extend the arguments given in the readings, could illustrate the points with examples drawn from your own experience, could draw connections to other concepts covered inside or outside the class, could bring in other articles you have read, or could relate to the week’s topic or assigned readings in other ways. I am relatively open regarding the manner in which the WO connects to the topic, as long as it is not a simple summary. There is no need for the WO to address all aspects of all the readings—focus on whatever interests you. The goal of the paper is to motivate you to think about the week’s topic and thus deepen your understanding of it.
   - Each paper should be identified at the top with your name and the date of the relevant class. The paper must be no longer than a single page, with 1 inch margins and double-spaced 12-point Times Roman font. If you refer to your personal experiences and make negative statements about other individuals, it would be best if you used aliases when referring to them. These papers will be graded on a 5 or 0 basis. The normal grade will be 5. A grade of zero will be assigned to papers that are late, simply summarize the readings, do not clearly demonstrate adequate thought about the topic, or do not follow the formatting instructions given at the beginning of this paragraph. Although I may occasionally correct grammatical errors, the quality of the writing will not affect the grade.
   - Because this is one of the two ways in which I give credit for class contributions, you must attend class to turn in the WO. You may not send it to me electronically or ask a classmate to drop it off. Because students must sometimes miss class for professional or personal reasons, only 5 papers of the 7 assigned papers are needed to receive full credit. I will not assign extra credit if you turn in more than 5 papers.

2. **Personal Application Assignments (PAAs)** are a central part of the course and they allow you to reconsider professional problems you have experienced in light of the concepts covered in this class. You will be asked to write two PAAs, each 5 to 6 pages in length.
   - You may choose to do extra reading on those topics, but this is not required. The first 2 pages should re-cap the professional problem you’re revisiting and should explain who was involved, what were the dynamics involved, and what didn’t go well during the original situation. The remainder of the paper should discuss what theory or concept from the course would have helped you handle the situation in a more positive manner. Due dates are indicated in the class schedule.
3. **Exams.** There will be a mid-term exam and a final exam for this course. Both of them will be in essay format as written communication is a critical skill of today’s managers. When I grade your exams I will look:
   - How well you organize your thoughts
   - How well you incorporate evidence (research) to support your thoughts
   - Effective grammar (a limited number of grammatical errors will be acceptable but if your writing style is littered with improper grammar, points will be deducted)

4. **Peer Evaluations** will be used in this class. As an aspiring leader, you will be asked to evaluate your employees and this course incorporates peer evaluations to help you develop this important activity of leading others. The peer evaluations will ask you to evaluate your classmates on their contributions to a positive learning environment. An example of what you’re be evaluating include:
   - How well did he/she come prepared for class discussions?
   - Did he/she offer insights for the rest of us to learn from or did he/she just sit in a chair silent throughout the entire 8 weeks?
   - Was he/she a positive contributor to our learning environment?
   - Did he/she ask good questions? (not just for the professor but also towards other students’ questions/examples/comments?)

**Points Distribution:**
- Weekly Observations 25
- Personal Application Assignment #1 25
- Personal Application Assignment #2 25
- Mid-Term Exam 25
- Final Exam 25
- Peer Evaluations 25
- **Total** 150

**GRADING**

The following grading scale will be used:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>A</td>
<td>100%</td>
</tr>
<tr>
<td>A-</td>
<td>93%</td>
</tr>
<tr>
<td>B+</td>
<td>89%</td>
</tr>
<tr>
<td>B</td>
<td>86%</td>
</tr>
<tr>
<td>B-</td>
<td>83%</td>
</tr>
<tr>
<td>C+</td>
<td>79%</td>
</tr>
<tr>
<td>C</td>
<td>76%</td>
</tr>
<tr>
<td>C-</td>
<td>72%</td>
</tr>
<tr>
<td>D+</td>
<td>69%</td>
</tr>
<tr>
<td>D</td>
<td>66%</td>
</tr>
<tr>
<td>D-</td>
<td>63%</td>
</tr>
</tbody>
</table>
| Week 1 | Aug 25 | Course Orientation and Intro to OB  
K & K Chapter 1: The Quest for People Centered Organizations |
|--------|--------|------------------------------------------------------------------|
|        | 27     | **Managing Diversity**  
KK – Ch 2  
KP - Chapter 1 |
| **Week 2** | **Sept 1** | **Org Culture & Socialization**  
KK – Ch 3  
**Individual Differences**  
KK – Ch 5 |
|        | 3      | **Model the Way and Inspire a Shared Vision**  
KP – Chapters 2 – 5 |
| **Week 3** | **8** | **Job Satisfaction and Work Attitudes**  
KK – Ch 6  
**Social Perceptions and Attributions**  
KK – Ch 7 |
|        | 10     | **Challenge the Process & Enable Others to Act**  
KP – Chapters 6 – 9 |
| **Week 4** | **15** | **Employee Motivation**  
KK – Ch 8  
**Encourage the Heart**  
KP – Chapters 10-11 |
|        | 17     | **Mid-Term Exam** |
| **Week 5** | **22** | **Positive Org. Behavior**  
BB Articles  
**Job Performance, Feedback, and Reinforcement**  
KK – Ch 9 |
|        | 24     | **Crucial Accountability**  
Chapters – 1 - 3 |
| **Week 6** | **29** | **Communicating in the Digital Age**  
KK – Ch 14  
**Influence, Power, & Organizational Politics**  
KK – Ch 15 |
| **Oct 1** | **1** | **Crucial Accountability**  
Chapters 4 - 6 |
| **Week 7** | **6** | **Leadership**  
KK – Ch 16  
**Managing Change & Stress**  
KK – Ch 17 |
|        | 8      | **Crucial Accountability**  
Chapters 7 – 9 |
| **Week 8** | **13** | **Course Wrap-Up & Student Evaluations** |
|        | **15** | **Final Exam** |