B-321
ORGANIZATIONAL BEHAVIOR
COURSE SYLLABUS –SUMMER 2004
JOSHUA HOLT

TEXT:  
Management and Organizational Behavior  
Cook
Working with Emotional Intelligence  
Coleman
Seven Habits of Highly Effective People  
Covey

INSTRUCTOR: Joshua Holt  
Smith 269
Phone 496-1412  E-Mail: Holtj@byui.edu  Fax: 496-5412

OFFICE HOURS: Monday through Thursday 11:00 to Noon; Friday by Appointment

If you are unable to meet with me at these times, I can arrange a time that will accommodate your needs.

“You know, it is a wonderful thing to be faithful, but a much greater thing to be both faithful and competent. There is no particular virtue in being uninformed, certainly no virtue in ignorance. When young people can acquire the skills, the techniques, and the knowledge of these times, and along with it have a spiritual commitment and a solid faith and cleanliness of life, there is nothing that you can't achieve; nothing in righteousness or in reason.”

~Elder Richard L. Evans, a member of the Quorum of the Twelve Apostles, given at the Northwest Inland Division Gathered for Zion’s Camp, October 15, 1971.

COURSE REQUIREMENTS: (details explained below)

SEMESTER EXAMS ................................................................................................................ .400
CASE PROBLEMS (5 @ 30 POINTS EACH)...........................................................................150
INDIVIDUAL ASSIGNMENTS WITH UNITS ........................................................................100
SEVEN HABITS QUIZZES .........................................................................................................90
EMOTIONAL INTELLIGENCE QUIZZES .............................................................................. 70
TOTAL POINTS ...................................................................................................................810


COURSE OBJECTIVES: Each student will be able to:
1. Understand the basic principles of supervision
2. Understand the basic organization structure of business
3. Understand basic methods for motivating employees and the importance of good communication in the work environment
4. Understand the difference between the leader and the manager
5. Communicate through clear, concise written and oral communication
COURSE INFORMATION:

1. The purpose of this course is to enable you to understand and develop human relations, supervisory and conceptual skills required to be successful in the business world. As you work in an organization (i.e. family, church, business, civic, etc..) you will need to be able to apply the concepts learned in this course.

2. It is the responsibility of the student to attend class regularly, read assigned chapters at the beginning of a new unit. Re-read chapters for discussion times, participate in discussions, group and role playing activities.

3. Grades will be determined by total points based upon the exams, assignments and responsibilities as outlined on the syllabus.

4. You must complete all assignments by the date listed on the course syllabus. Assignments are due at the beginning of class. Assignments that are late (unless pre-arranged) are subject to 25% dilution. Assignments more than two days late receive a ZERO ("0"). Make up exams must be arranged for prior to date on which exam is scheduled to be given.

COURSE REQUIREMENT AND EXPLANATION

This is tentative and may be changed at the request of the instructor.

1. ATTENDANCE
   You are allowed two absences without penalty. After that there is a reduction in your grade of one grade step for every day absent thereafter.

2. SEMESTER EXAMS - 400 POINTS
   There will be four exams during the semester. The exams will be given in the testing center except the final which will be given in class.

   1) The exam over Unit 1 .................. 100 Points
   2) The exam over Unit 2 .................. 100 "
   3) The exam over Unit 3 .................. 100 "
   4) Final exam.................................100 "

In writing exams use only the space provided on the exam forms. Answers must be concise and relevant. Exams will be taken in testing center except on final that will be given in class.

3. CASE PROBLEMS - 150 POINTS
   A case is a description of an administrative situation and usually includes information about the setting of the situation. The case method is designed to expose you to the environment of managerial decision making and to improve your analytical and decision making ability. A few hints to help you prepare good case analysis: First read the case, underlining important points making some rough notes of what you think are key problems and their causes. Do some preliminary thinking about solutions. Write up in problem solving format. Type and hand in on the date assigned on the class schedule. Be prepared for group discussion.
4. **INDIVIDUAL ASSIGNMENTS WITH UNITS - 100 POINTS**

Some individual assignments will be given during the course of the semester pertaining to subject matter from the various units (i.e. draw organizational chart, philosophy of leadership.) **Executive Seminar:** All students will be expected to attend the Seminar on July 29. It will be held in the Taylor Cultural Hall at 2 p.m. Please write or email me by **August 5**, a one page summary of what was discussed and what you gained.

5. **QUIZZES - 190 POINTS**

**THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE - STEVEN R. COVEY**

Each student in the class will be required to read the book entitled, *The 7 Habits of Highly Effective People*, written by Steven R. Covey. There will be quizzes over sections of the book on the days assigned in the schedule. Each quiz will be worth 30 points.

**WORKING WITH EMOTIONAL INTELLIGENCE - DANIEL GOLMAN**

There will be seven 10 point quizzes.

**CODE OF HONOR:**

One of the major goals at BYU-Idaho is that of providing quality educational opportunities in a rich spiritual environment. To obtain this desired level of spiritual influence, students are asked to observe all points of the Code of Honor including the dress and grooming standards.

We take this opportunity to remind you of the commitment you made to live the Code of Honor when you signed your application form to BYU-Idaho.

In this class you are expected to observe the Code of Honor: specifically..be honest, refrain from plagiarizing or any form of cheating; obey all college rules and regulations; help others in fulfilling their responsibilities under the Code of Honor; and comply with the college dress and grooming standards.

The dress and grooming standard is fully defined in BYU-Idaho's catalog. (Use those sources for specific interpretations and more details.) The appearance hoped for in dress and grooming is best achieved through the guidelines of modesty and cleanliness. We encourage our students to be modest in their attire and neat and clean in their personal appearance.

Conscientious attention to appropriate dress and grooming will enhance your performance in class and contribute to the spiritual environment of BYU-Idaho. We invite your participation in this important expectation. Unwillingness to follow the dress and honor codes will mean that you will be dropped from the class.

**DISABILITY:**

In compliance with applicable disability law, qualified students with a disability maybe entitled to "reasonable accommodation." It is the students responsibility to disclose to the teacher any special need he or she may have before the end of the first week of class. In order for students to qualify for "reasonable accommodation", they must contact Dr. Richard Taylor in McKay 123, phone 496-1159. He will give qualified students a letter to submit to their teachers.
PROCEDURE FOR SOLVING CASE PROBLEMS
Steps in solving case problems (as used in decision making process).

1. **DEFINE THE PROBLEM:**
   Find out what the problem really is. Delve deep in order to locate the real problem.

2. **ANALYZE THE PROBLEM:**
The first step is to assemble the facts. Try to think of intangible factors which may be involved and which can play a significant role. (discipline, personal biases)

3. **DEVELOP ALTERNATIVES:**
Search for and develop various alternative solutions. Try to consider as many possible courses of action as possible. A decision will only be as good as is the "best" of the alternatives. Alternative choices may not be obvious and it is the responsibility of the supervisor to search for them.

4. **EVALUATION OF ALTERNATIVES:**
Ultimate purpose of decision to select or choose that specific course of action which will provide the greatest amount of wanted consequences and the smallest amount of unwanted consequences. By thinking them through and appraising their consequences, he then will be in a desirability.

   **FACTORS IN EVALUATION:**
Keep in mind the degree of risk involved in each course of action. Timing makes one alternative preferable. Consider such factors as resources, facilities, records, tools and other items.

5. **SELECTION FROM ALTERNATIVES:**
Choose the one that seems best. Factors on which a decision may be based -- experience, intuition, advice from others, experimentation, or scientific decision making.

6. **FOLLOW-UP AND APPRAISAL:**
Follow-up and appraisal of the consequences of a decision.
This schedule is tentative and subject to change.

**Jun 28**
- Orientation
- Consensus Decision Model-Wilderness Survival

29
- CHAPTER 1 Managing People and Organizations

30
- CHAPTER 2 Strategic, Thinking, Planning, and Continuous Improvement
- QUIZ 1 - Chapter 1-3 Emotional Intelligence (E.I.)

**Jul 1**
- Team Development Activity

5
- Holiday

6
- CHAPTER 12 Ethical Problem Solving and Decision Making
  - CASE 1: THE DIVIDED LOYALTIES
  - Video: How to Solve Problems 2005-0
- QUIZ 1 - Pgs 1-94 The Seven Habits of Highly Effective People

7
- CHAPTER 12 Ethical Problem Solving and Decision Making

8
- CHAPTER 3 Organizing Work and People
  - QUIZ 2 - Pgs 95-203 The Seven Habits of Highly Effective People
  - CASE 1: THE DIVIDED LOYALTIES DUE!!!
  - CASE 2: TROUBLE AT WILSON'S

12
- CHAPTER 3 Organizing Work and People
- QUIZ 3 - Pgs 204-318 The Seven Habits of Highly Effective People

13
- CHAPTER 4 Creating and Modifying Organizational Culture
  - CASE 2: Troubles at Wilsons DUE!!!

**Jul 14-19**
- EXAM 1 Covering Chapters 1-4, 12

14
- CHAPTER 16 Self-Management at Work: Managing Careers and Stress
  - Video: Time of Your Life 5607-0

15
- CHAPTER 16 Self-Management at Work: Managing Careers and Stress
  - QUIZ 1 E.I. Chapters 1-3
  - First Time Chart Due

19
- CHAPTER 5 Understanding Perception, Learning, and Personality

20
- CHAPTER 5 Understanding Perception, Learning, and Personality
  - QUIZ 2 E.I. Chapter 4
  - Second Time Chart Due
21 CHAPTER 6 Motivating Employees
CHAPTER 7 Motivation Methods and Application

22 CHAPTER 6 Motivating Employees
CHAPTER 7 Motivation Methods and Application
Videos: How to Influence Motivation  2006-0
The Classic Concept  2003-0

CASE 3: THREE DISAPPOINTING EMPLOYEES
QUIZ 3 E.I. Chapter 5

26 CHAPTER 6 Motivating Employees
CHAPTER 7 Motivation Methods and Application

Jul 27-30 EXAM 2 Covering Chapters 5-7, 16

27 CHAPTER 8 Communicating for Understanding and Results
Video: Are you Listening?  705-0
Communication: The Non-Verbal Agenda  1928-0

CASE 3: THREE DISAPPOINTING EMPLOYEES DUE

28 CHAPTER 8 Communicating for Understanding and Results
QUIZ 4 E.I. Chapter 6

CASE 4: THE TANGLED GRAPEVINE

29 CHAPTER 9 Productive Interpersonal Relationships
Executive Seminar: David Chandler – Taylor Chapel, 2 p.m.

Aug 2 CHAPTER 9 Productive Interpersonal Relationships

CASE 4: THE TANGLED GRAPEVINE DUE

3 CHAPTER 10 Building Groups into Teams
QUIZ 5 E.I. Chapter 7

4 CHAPTER 10 Building Groups into Teams

5 CHAPTER 11 Conflict Management and Negotiation
Win as much as you can
Summary of Executive Seminar due
QUIZ 6 E.I. Chapter 9

9 CHAPTER 11 Conflict Management and Negotiation
Working with Problem employees Video
QUIZ 7 E.I. Chapter 10

Aug 10-13 EXAM 3 Covering Chapters 8-11

10 CHAPTER 13 Power and Politics
Bring a one dollar bill
CHAPTER 13 Power and Politics
CHAPTER 14 Leadership
  Video: Five Principles to Leadership 256-0
  **CASE 5: WHO'S IN CHARGE HERE?**

CHAPTER 14 Leadership
  Video: How to Lead Effectively 2004-0

CHAPTER 14 Leadership

CHAPTER 15 Organizational Change, Development, and Innovation
  **CASE 5: WHO'S IN CHARGE HERE? DUE**
  Video: Who moved my Cheese

CHAPTER 15 Organizational Change, Development, and Innovation

Final Exam in class