



School of Business Administration  
**MGT 4304 ORGANIZATIONAL BEHAVIOR**

**Course Syllabus**

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<b>Session:</b>	Fall 2012
<b>Class scheduled:</b>	M/W 4:30 - 5:50 pm
<b>Professor:</b>	Mr. Abderrahman Hassi
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<b>Email:</b>	A.Hassi@au.ma
<b>Office:</b>	Building 10, Room 005
<b>Office Hours:</b>	M/W 3-4:30 pm & T/Th 2-5 pm or by appointment
<b>Prerequisite:</b>	MGT 3301

**Course Description**

This course is designed to offer students pragmatic business skills to management of organizations with emphasis on human behavior needed to provide a more effective organizational environment. The three basic elements of the class will be 1) the behavior of individuals in organizations, 2) group behavior in organizations, and 3) how these behaviors affect the overall performance of organizations. Particular emphasis will be placed on ethics, performance, motivation, job satisfaction, communication, leadership, stress, change, and organizational culture.

After taking this class, you should all be able to:

- Develop an understanding of operational efficiencies required for success in the business environment
- Develop an understanding of the job requirements, code of ethics, and responsibility
- Exhibit analytical skills, and apply theories to discuss different organizational behavioral models
- Develop an understanding of how to cope with organizations with regard to behavioral differences
- Define the role of management, board of directors, staff and other teams in the organization
- Demonstrate an understanding of theory and research related to current issues and future trends in organizational behavior
- Enhance research and presentation skills.

**Required Textbook**

*Principles of Organizational Behavior*, 13<sup>th</sup> Edition 2010, by Slocum/ Hellriegel, South-Western Publisher.

## Course Grading and Evaluation

Grades will be assigned to five types of activities as follows:

Activity	Course Weight	Description
Mid-Term Exam	20 points	Closed-book exam in class.
Team Presentation	20 points	Teams will analyze a case study and present it to the class
Term Project	20 points	Analysis of an organizational behavior problem within an organization
Individual Participation	15 points	Participation in in-class discussions, assignments, etc.
Final Exam	25 points	Closed-book exam in class.

### Mid-Term Exam

Mid-way through the course, a written exam (80 minutes) will be administered to students. It consists of three parts: 1) a set of multiple-choice-questions, 2) two development questions, and 3) a short case study.

### Team Presentation

During the semester, teams of four (3) will analyze a case study and present it to the class. Each team will present a 20 minute interactive oral presentation analyzing a case study assigned by the instructor. Attendance during the presentations is mandatory for **all** students registered in the course. At this time, students are required to provide constructive critical and relevant questions prepared in advance to challenge the analyses of the presenters.

The presenting team will need to respond to questions from the class during their presentation. The evaluation of the presentation will be based on the following criteria: 1) Content (thoroughness and depth analysis of a business issue); and 2) Delivery (organization and structure of presentation, use of visuals and handling of questions).

### Term Project

During the semester, students will individually perform field research on **one** of the course-related topics that is pre-approved by the instructor. Each student will identify a company or a government agency that is willing to share its policies, procedures and practices on a management issue covered in this course. For example, questions to be answered may include:

- How are management decisions made within your organization?
- How does your organization motivate its employees?
- What are the most critical areas of your company's culture?
- How does your company apply learning theories?

Each student will submit a written report (max. 10 pages) of the findings and conclusions. The written report (hard and soft copies) is due on week 14. Due dates for assignments are non-negotiable. Assignments submitted late will be penalized -20% per day up to 2 days maximum.

All written assignments must comply with the following format to receive full credit: 1.5 line spacing; 2.5cm right and left margins; justified right and left text (full justification); page numbers; title page; table of contents; and standard bibliography. In addition, ideas must be expressed clearly in grammatically correct English.

The project will be graded on how well you applied the concepts of the course, how thorough the research was, how well you presented your findings and the conclusions, and on the overall structure of the paper.

## Individual Participation

Assiduity and punctuality are required from each student, but are not enough. All students are expected to actively participate in class work to receive points for their participation grade (15%). Active participation is neither about monopolizing communication nor being right all the time. It is rather about showing interest in issues being discussed as well as in other students' ideas by giving value-adding comments and insights. This component is entirely the responsibility of the professor who is the only judge of the relevance of a student's participation and who decides of the grade it deserves. Class attendance and punctuality are expected. Absences and lack of punctuality will affect your final grade. In-class participation includes active engagement in discussion, in-class exercises, and homework assignments. Regular, on-time attendance will enhance your learning and affect your final participation grade for the course. Participation is vital to your success. Students need to read all assigned chapters (see below) before each class and must be prepared to discuss all the management concepts presented in the chapters.

## Final Exam

A final exam will test your grasp of the materials discussed in class and in the assigned readings. It will consist of three parts: 1) a set of multiple-choice-questions; 2) a case study; and 3) three course-related questions. No make-up exams will be administered. All exams must be taken at the scheduled time on the scheduled date.

Students must earn 70% at least of the total possible points. The official grades in this course are:

Grading Scale	
A	90 % and above
B	80 – 89 %
C	70 – 79 %
D (FAIL)	< 69 %

## Cheating Policy

The words and ideas of authors and others must be properly referenced. **Cheating of any kind, including plagiarism is NOT tolerated and will result in an automatic F for the entire course.**

## Attendance Policy

Attendance has been shown to be a key factor in academic success. Any absence, regardless of the reason, will prevent the student from getting the full benefit of the course. Therefore, students should recognize the advantages of regular and punctual class attendance, accept it as a personal responsibility, and apprise themselves of the consequences of poor attendance.

Policy: Absences are controlled by faculty members. The number of absences for whatever reason (except as indicated in points 1.1, 1.2, and 1.3) is taken into account in the final grade.

### 1. Excused Absences

Students may be authorized by instructors to be absent from class for institutional reasons as specified in 1.1, and 1.2 below. However, the instructor may deny the student permission to be absent if the student's academic performance is not judged to be adequate. Once approved, these absences should not count in the student's absence record. Instructors should be informed before the absence to agree with the student on a suitable time and manner for a make up should it be necessary. A maximum of three of these absences per semester could be authorized.

**1.1 External Events:** student must submit a completed and signed form from the Office of Student Activities to the instructor. Examples of these absences include participation in university-sponsored sports, cultural or other events as a University representative.

1.2 **Field Trips** as part of a class requirement or as authorized by a Dean: the Dean's assistant of the school offering or authorizing the trip should sign the absence request form.

1.3 In case of **protracted illness** or **emergency condition necessitating hospitalization**, students may exceptionally appeal to the Dean of Student Affairs so as not to be dropped from a course. However, extended illness may lead to the semester not being validated.

**No other justification will be accepted.** Students should be prepared in case they have to be absent for personal or family reasons.

## 2. Impact of absences on grades

Each unauthorized absence shall result in **one grade being deducted from the class participation grade up to the limit set in section 3 below when a WF is assigned.**

## 3. Ceilings before a WF is assigned

When a student exceeds the **ceiling of absences**, the instructor may sign an administrative withdrawal form. The ceiling of absences is fixed to **5 absences** if the class meets twice a week (Tuesday and Thursday OR Monday and Wednesday); it is fixed to **7 absences** if the class meets three times a week (Monday, Wednesday, and Friday).

## 4. Pre-authorized absences

Notification of planned absences using the **Absence Requests Form** available at the Student Activities Office must be delivered to the instructor, with **permission signed and dated by the instructor.**

Once notified of planned absence, the instructor should inform the student of the deadline for completion of any missed assignment or examination where applicable. **Make-up examinations, if necessary and acceptable to the instructor, shall be at a time and place mutually agreed upon by the instructor and students.**

4.1 Each week an email will be generated from the system to all students informing them about their absence record. The Dean of Student Affairs or his representative will monitor the system and call in students with an attendance problem and direct them to the proper assistance service.

4.2 During the **Add and drop period, no absence is accepted in a course**; add and drop should be done outside class time.

4.3 In case of a late registration, students assume full responsibility for their absences as recorded from the first day of classes.

## 5. Administrative Withdrawal

When a student has exceeded the maximum number of absences according to the mentioned ceiling (except as stated in points 1.1 and 1.2); the instructor has the right to **drop a student from a course with a "WF" grade.** Special hardship cases as stated in 1.3 above may be referred by the Vice President for Student Affairs to the Dean/Director's appreciation.

The "Administrative withdrawal form" must reach the Registrar's Office at least 5 days prior to the first day of final exams.

*Note: It is the responsibility of the student to keep the record of absences.*

## Special Accommodations

If there is any student in this class who has special needs because of learning disabilities or other disabilities, please discuss these needs with the instructor.

## Course Outline

Week	Topics
1	Introduction
	OB and Key Competencies
2	OB and Key Competencies
	Understanding Individual Differences
3	Understanding Individual Differences
	Perceptions and Attribution
4	Perceptions and Attribution
	Reinforcement and Social Learning Concepts
5	Reinforcement and Social Learning Concepts
	Motivation through Goal Setting and Reward Systems-I
6	Motivation through Goal Setting and Reward Systems-I
	Motivation through Goal Setting and Reward Systems-II
7	Motivation through Goal Setting and Reward Systems-II
	<b>Mid-Term</b>
8	Workplace Stress and Aggression
9	<b>Mid Semester Break</b>
10	Leading Effectively: New Perspectives
11	Developing and Leading Teams
12	Managing Conflict and Negotiating Effectively
13	Communication
14	Ethical and Managerial Decisions
15	Cultivating Organizational Culture
16	<b>Final Exam</b>