

BUS 410, Organizational Behavior and Leadership
Department of International Management
Summer 2019, Session 2

I. COURSE INFORMATION

Instructor: Fabio Ambrosio, JD, LL.M, MBA, CPA/PFS/ABV, CFP, EA, CVA, MAFF, CFE, CGMA
Instructor's Email: fambrosio@fus.edu or fabio.ambrosio@cwu.edu
Office Hours: By appointment only
Class location: Lowerre Academic Center (LAC) 6
Class meeting times: MTWT 11:30-14:05

II. COURSE DESCRIPTION

This course studies the internal environment of firms and organizations, namely how to organize and manage people in order to implement strategic plans effectively. Topics include: organizational structures and change, human resources, leadership, group dynamics and teamwork, motivation, and multicultural management. Special attention will be given to the study of leadership, which plays a critical role in increasingly complex and multicultural organizations. The readings and class discussions include both theoretical concepts, case studies and practical exercises. Prerequisite: BUS 353.

III. REQUIRED TEXTS AND MATERIALS

<ul style="list-style-type: none">• Title: The Five Dysfunctions of a Team• Author: Lencioni• Edition: 1st• Publisher: Jossey-Bass• ISBN-13: 978-0787960759	<ul style="list-style-type: none">• Title: The Bright IDEA BOX• Author: Randhawa• Edition: 1st• Publisher: Aviva Publishing• ISBN-13: 978-1938686818
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IV. RATIONALE

This course is offered as a special topic in management. The course is reading intensive and adaptable, albeit at different planes, to any curriculum of study in business, management, or social responsibility.

V. COURSE GOALS

This course builds on strategic management theory and concepts laid out in BUS 353, looking at the internal environment of the firm and the organizational/human processes put in place to implement business (or other) strategies successfully. These include organizational structures and hierarchies (meso-level), and the various factors that determine the performance of individuals and groups (micro-level). The course also looks at the leadership dynamics that are critical to achieving successful results. Although the focus will be on larger international firms, these concepts apply to any organization, whether firms, not-for-profits, or political institutions. As such, this course will also consider questions of social justice and sustainability inside and outside organizations.

VI. SPECIFIC LEARNING OUTCOMES

Upon completion of this class, students should:

- be acquainted with the fundamental theories and principles of organizational behavior in order to diagnose and find solutions to organizational performance problems;
- become familiar with the key issues related to working with or managing people in an organizational environment;
- understand better the role and activities of the human resources area;
- read and write about development in leadership and interpersonal skills through experiential exercises and discussion;
- gain insight into how personal experiences, preferences, strengths and weaknesses may impact the ability to become an effective member of organizations.

VII. HOW TO DO WELL IN THIS COURSE (POLICIES / REQUIREMENTS)

- Communication with Students: Group e-mails will be sent to your FUS e-mail accounts. It is your responsibility to regularly check your FUS e-mail account.
- Attendance: Business courses are problem oriented and require review and reinforcement, which can only be achieved through attendance in class. I reserve the right to lower your course grade for excessive absences or tardiness. When you miss a class, you are responsible for finding out what happened in class that day. For example, I may change reading assignment for the next class(es), in which case it is not the instructor's responsibility to come find you and inform you of the change.
- Reading Assignments: We will cover a lot of interesting but challenging material each class. It is each student's responsibility to read the assigned material ***prior to class***. The four-week summer session moves quickly and you will immediately fall behind unless you stay current with the reading assignments.
- Technology: The use of laptops, notebook computers or tablets in class to take notes, view PowerPoint presentations, or work on class projects is allowed and ***encouraged***. However, please do not use laptops, notebook computers or tablets in class for any other non-class related activity (including instant messaging, browsing the web, etc.) unless specifically permitted by the instructor.

VIII. ASSESSMENT OVERVIEW

Your final course grade will be distributed as follows:

<u>Component</u>	<u>% Points</u>
Daily Quizzes	25%
Attendance/Participation/Classroom Assignments	25%
Homework	25%
Final Exam/Project/Paper	<u>25%</u>
	100%

IX. ASSESSMENT DETAILS

- Class Participation: The key to success in this course is your preparation and participation. The reading material is difficult. Depending on your academic background,

you may require extra time to absorb the material. The learning objectives can only be achieved with your active participation. Your active participation accounts for 25% of the final course grade. Your participation score is based on your contribution to the class, such as your ability to ask relevant questions, answer questions asked by the instructor or other students, and participate in class discussions. If you do not attend or miss class excessively, you will not be able to achieve full class participation.

- **Homework:** Each day you are required to submit homework. Your homework consists of essay answers to discussion questions concerning the following day's reading material. Your homework score accounts for 25% of your final course grade.
- **Daily Quizzes:** Each day I will administer a short quiz in class, of five to 10 multiple choice questions. Your overall score on the daily quizzes makes up 25% of your final course grade.
- **Final Exam/Project/Paper:** The course will culminate in a final assignment worth 25% of your course grade. I will provide details in class.

X. GRADING POLICIES AND EXPECTATIONS

- **Grade Scale:**

<u>Grade</u>	<u>Range</u>	<u>Grade</u>	<u>Range</u>
A (Pass)	≥ 93%	C (Pass)	73% - 76%
A- (Pass)	90% - 92%	C- (Pass)	70% - 72%
B+ (Pass)	87% - 89%	D+ (Fail)	67% - 69%
B (Pass)	83% - 86%	D (Fail)	63% - 66%
B- (Pass)	80% - 82%	D- (Fail)	60% - 62%
C+ (Pass)	77% - 79%	F (Fail)	≤ 59%

Grades are calculated with two decimals and are not rounded to the nearest integer. For example, you must achieve a full 83.00% to obtain a B. With an 82.80%, you would still achieve a B-.

Your final course grade should be reflective of your academic performance and growth throughout the semester. To this end, I reserve the right to (a) modify the weight of each assignment towards your final course grade, (b) curve grades, (c) add/remove assignments, or (d) adopt any other tool necessary to ensure that your grade is reflective of your academic performance and growth. I also reserve the right to lower your course grade for excessive absences or tardiness.

XI. ACADEMIC INTEGRITY: STATEMENT ON CHEATING AND PLAGIARISM

Both the value and the success of any academic activity, as well as the entire academic enterprise, have depended for centuries on the fundamental principle of absolute honesty. The University expects all students to honor this principle scrupulously.

The University's expectation is that students will not cheat or plagiarize. Students should not condone these behaviors or assist others who cheat or plagiarize. Academic misconduct not only jeopardizes the career of the individual student involved, but also undermines the scholastic achievements of other students. Students are responsible to do their own work, thereby preserving the integrity of their academic records.

A student whose actions are deemed by the University to be out of sympathy with the ideals, objectives or the spirit of good conduct as fostered by the University and Swiss community may be placed on Disciplinary Probation or become subject to dismissal from the University. Cheating is a dishonest action out of sympathy with the ideals, objectives and spirit of the University. Furthermore, cheating reflects negatively on one's personal integrity and is unjust to those students who have studied.

XII. RESOURCES AVAILABLE

Franklin University Switzerland adheres to regulations and protocol as established by Swiss law. Current students needing special accommodations are encouraged to contact the Assistant Dean of Student Development or the Academic Dean as appropriate. Prospective students needing special accommodations should contact the Office of Admissions.

The University disposes of two libraries: The David R. Grace Library and the Fowler Library.

- The David R. Grace Library, housed in the University's Main Villa, currently holds a collection of approximately 36,000 volumes, over 150 print periodical titles, and a variety of multi-media materials. The collection has been selectively developed with particular regard to the curricular needs of Franklin University Switzerland.
- Located in the Lowerre Academic Center on the North Campus, the Fowler Library is home to a thorough selection of reference books and materials as well as the University's French, Italian, German, Portuguese, Russian, and Spanish book collections. Science and math books are also located at Fowler. For an instructional and study space, the Fowler library also provides computers, audio-visual equipment, and study carrels.

XIII. COURSE SCHEDULE

<u>Class No.</u>	<u>Class Date</u>	<u>Reading Assignment</u>	<u>Notes</u>
1	Monday, July 1, 2019	Five Dysfunctions, Page 187-220	No homework due for this class but there will be an in-class quiz on this reading
2	Tuesday, July 2, 2019	Bright IDEA BOX, Chapter 1 & 2	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
3	Wednesday, July 3, 2019	Bright IDEA BOX, Chapter 3 & 4	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
4	Thursday, July 4, 2019	Bright IDEA BOX, Chapter 5 & 6	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
5	Monday, July 8, 2019	Bright IDEA BOX, Chapter 7 & 8	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
6	Tuesday, July 9, 2019	Bright IDEA BOX, Chapter 9 & 10	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
7	Wednesday, July 10, 2019	Bright IDEA BOX, Chapter 11 & 12	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
8	Thursday, July 11, 2019	Bright IDEA BOX, Chapter 13 & 14	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
9	Monday, July 15, 2019	Five Dysfunctions, Page 3-25	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
10	Tuesday, July 16, 2019	Five Dysfunctions, Page 29-58	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
11	Wednesday, July 17, 2019	Five Dysfunctions, Page 59-88	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
12	Thursday, July 18, 2019	Five Dysfunctions, Page 89-114	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
13	Monday, July 22, 2019	Five Dysfunctions, Page 117-145	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
14	Tuesday, July 23, 2019	Five Dysfunctions, Page 146-184	HW for this reading due at the beginning of class, followed by in-class quiz on this reading
15	Wednesday, July 24, 2019	N/A	In-class preparation for Final Exam/Paper/Project
16	Thursday, July 25, 2019	N/A	Final Exam/Paper/Project