

BA 2203 – Organizational Behavior
Monday-Wednesday 9:00-10:15

Instructor:	Gokce Gokalp, PhD
Office:	EFA 321
Phone:	210 4033
E-mail:	ggokalp@metu.edu.tr
Office Hours:	By appointment
TA of the Course:	Gonca Bulur
TA Email:	bulur@metu.edu.tr
Course Web Page:	https://odtuclass.metu.edu.tr/
Course Description:	
<p>This course investigates the scientific field of study known as organizational behavior (OB). OB aims to understand and predict behavior of individuals and groups within organizations with the ultimate objective of improving organizational effectiveness and efficiency.</p> <p>Some of the topics that will be covered include group processes and team work, power, trust, conflict management, emotions and attitudes, issues in motivation, stress, organizational learning, and learning organizations. The structure of class sessions will be directed discussion. Students are expected to attend class prepared for discussion and interaction.</p>	
Course Student Learning Objectives: (CSLOs)	
<p><i>Upon successful completion of this course, students should be able to:</i></p> <p>Course Specific Skills:</p> <ol style="list-style-type: none"> 1. Understand and apply organizational behavior and associated theories of management 2. Understand and apply the concept of job performance <ol style="list-style-type: none"> a. Distinguish between task performance, citizenship behaviors and counterproductive behaviors b. Identify behaviors associated with each 3. Understand and apply the concept of work attitudes <ol style="list-style-type: none"> a. Define job satisfaction and organizational commitment b. Distinguish between different types commitment c. Identify different job facets d. Apply job characteristics theory to different jobs 4. Understand and apply learning and motivation theories <ol style="list-style-type: none"> a. Diagnose work situations to identify appropriate motivational approach b. Apply motivation concept to solve performance problems c. Compare and contrast different approaches to motivation 5. Understand sources of individual difference and their impact on employee performance and decision making <ol style="list-style-type: none"> a. Personality b. Values c. Abilities d. Perception 6. Understand organizational factors influencing Occupational Stress and Well-being <ol style="list-style-type: none"> a. Define stress and well-being b. Identify sources of stress c. Apply individual and organizational stress management approaches to cope with stress 7. Understand factors that improve group effectiveness <ol style="list-style-type: none"> a. Intra-group conflict 	

- b. Diversity in groups
 - c. Group norms and conformity
 - d. Group cohesiveness
8. Understand different approaches to effective leadership

Discipline Specific Skills:

- 9. Develop skills in analyzing the performance of individual employees
- 10. Develop skills in analyzing the performance of teams
- 11. Develop skills in analyzing effectiveness of organizational leaders

Personal and Key Skills:

- 12. Develop teamwork skills
- 13. Develop your capacity as a leader
- 14. Develop written and oral communication skills

Learning and Teaching Methods:

Lectures, Exams, Team Work

Recommended Readings:

You can use **any one** of the following books.

1. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behaviour by Pearson 18e*. Pearson Education India.
2. Griffin, R. W., & Moorehead, G. (2011). *Organizational behavior: Managing people and organizations*. Mason, OH: Cengage.
3. Free Online Books:
 - <https://openstax.org/details/books/organizational-behavior>
 - <https://2012books.lardbucket.org/books/an-introduction-to-organizational-behavior-v1.0/index.html>
 - <https://open.lib.umn.edu/organizationalbehavior/front-matter/publisher-information/>
4. Books available at ODTUDEN:
 - Organizational Behavior by Schemerhorn et al.
 - Understanding and Managing Organizational Behavior by George and Jones

Assessment and Grading:

Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Two Exams	50	75min exams	1-9	Individual debrief
2 Short Online Quizzes	10	10 minute quiz	1-14	Individual and In-class debrief
Team Project to examine OB in Real Organizations	30	4hr self- and group-study 75 min in-class discussion	1-14	In-class debrief Group debrief
Attendance and Class participation	10	Regular attendance and completing in class activities	1-14	

Course Procedures & Policies:

EXAMS: There will be **two** exams. Both exams will relate to the assigned topics from the recommended OB textbooks and lecture notes, class discussions of activities/simulations and any other supplemental work (e.g. cases, exercises, videos discussed in class).

ONLINE QUIZZES: There will be two online quizzes. Quizzes will relate to the material covered in class and the textbook. Quizzes will be administered through ODTUCLASS dates will be announced.

TEAM Project Assignment:

You will work together as a project team throughout the semester to prepare for and complete the Team Project. Your team will demonstrate that you understand the major challenges and key success factors to perform effectively as an individual, on a functioning team, and as a leader in business and society today.

The purpose of the Team Project are to (1) enrich your understanding of organizations and leadership; (2) provide you with an opportunity to apply what you have learned in the course; (3) assess your ability to define and analyze an organization or organizations and come to insightful conclusions and (4) help you develop critical interpersonal and teamwork skills. Your team will have a choice of conducting either:

(a) Fieldwork study with a local organization such as a student organization, business unit on campus, or other local company. Your team will investigate and analyze some aspect of this organization that connects with themes in the course such as the organization's culture, the structure and functioning of groups within the organization, its reward systems, or its relation to its local or national environment. You will make recommendations or identify best practices based on your study.

(b) Issues analysis of an issue/topic connected to the themes in the course and of importance to multiple organizations. This issue may be inspired by something in the headlines of the business press or something in your own experience. You will need to examine the nature of this issue and analyze in detail how different companies have addressed and/or experienced the issue. You will make recommendations and/or identify best practices based on your study using archival sources (i.e. library research). Your "deliverable" for the Team Project has four components.

Submitted assignments should use 12-point, Times-Roman font, double spaced, 1-inch margins on all sides.

- 1) Project proposal: A one-page memo
- 2) Project paper: An 8-10 page analytical paper
- 3) In-class presentation: A 15-minute presentation, 5 minutes for Q&A
- 4) Self & peer evaluation feedback (explained in class).

Feedback helps you learn and improve your performance as well as the quality of your output as a team. As part of the Team Project, you will practice and develop skills in providing and receiving effective feedback through in-class exercises and a more formal peer evaluation survey. The criteria for the peer evaluation will be discussed in class and posted on Blackboard.

The final grade for the Team Project is based on all four components: project proposal, project paper, presentation, and self/peer evaluation. The Team Project will be evaluated according to quality of analysis, appropriate use of course concepts, logic and substantiation of conclusions, and clarity and appeal of your class presentation. Further instructions and grading rubrics will be posted on ODTUClass.

WORKING IN TEAMS: It is expected that all team members participate equally in the assigned activities.

To encourage that all members of a group do their part, **peer evaluations** will be performed. Peer evaluation forms will be provided later in the semester. They should be completed by every team member privately at the end of the semester. **Peer evaluations will be held strictly confidential**

All members of the team will receive the same grade for all of the activities, except in such instances as there is a consensus in the team that a certain individual or individuals have not contributed equally to the group work. In such cases, I reserve the right to make a judgment regarding the percentage of the team grade that will be received by such individuals.

PROFESSIONALISM & COURTESY: Important in any class, but especially in this class emphasizing managerial behavior critical to short and long-term organizational performance, are the same kinds of demonstrated

in-class maturity and professionalism that one exhibits on the job. There are three components to this listed below.

Class Attendance

Regular attendance of all students is essential for facilitating class discussion; therefore, attendance is mandatory and promptness is expected. Attendance will be continually monitored.

Class Participation

Each student brings to the class expertise and experience in different areas. Thus, every student is expected to actively contribute to the class discussion. **This cannot be accomplished without having read the assigned materials in advance of class sessions.** Much of your class participation grade is based on you coming to class prepared to ask questions, make comments and constructively contribute to class discussions. Voluntary participation on your part is definitely preferred; however, your participation will be actively “encouraged” by me, if necessary. I will be continually evaluating the quality and frequency of your contributions through the weekly assignment described below.

Courtesy

1. Students respect the views and opinions of their colleagues. Disagreement and debate are encouraged; however, intolerance for the views of others is unacceptable
2. Giving one’s fellow classmates and the instructor the floor when they are speaking.
3. Being courteous and supportive of one’s classmates and instructor to enhance the learning climate of the class.
4. Coming to class on time and staying for the complete class until excused

STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university’s Disability Support Office (Engelsiz ODTÜ Birimi, ODTÜ Kütüphanesi, Solmaz İzdemir Salonu, Tel: 210.7196; engelsiz@metu.edu.tr) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

ACADEMIC DISHONESTY: The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

CHEATING: All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

PLAGIARISM: The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject

to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

The following table gives the tentative schedule for the synchronous class sessions. The lectures will stress the most important and/or most difficult material. The topics are discussed in all the recommended books, but in a different order. Therefore, I do not give chapter numbers. But, I expect you to read the relevant chapters from the book of your choice.

Tentative Course Schedule				
Month	Day	Topic	CSLO	
March	6	Course Syllabus		
	8	Introducing OB & Job Performance	1-12	
	13	Foundations of Individual Behavior: People in Organizations	1-12	
	15	Defining Attitudes, Job Satisfaction	1-12	
	20	Organizational Commitment	1-12	
	22	Perception Arrange a get to know you meeting with your team members	1-12	
	27	Individual Differences - Personality	1-12	
	29	Individual differences – Values and Abilities	1-12	
	April	3	Need Theory & Equity Theory of Motivation	1-12
5		Expectancy Theory Goal Setting Theory, Job Design	1-12	
10		Midterm	1-12	
12		Occupational Stress and Employee Health	1-12	
17		Work on self-assessment assignment	1-12	
19		Team Project meeting	1-12	
24		Foundations of Group Behavior	1-12	
26		Understanding Work Teams	1-12	
May		01	Holiday	1-12
		03	Decision making and problem Solving	1-12
	08	Power Dynamics	1-12	
	10	Conflict Management	1-12	
	15	Work on your team project	1-12	
	17	Organizational Learning ad Learning Organizations	1-12	
	22	Prepare Team Project Presentations	1-12	
	24	Presentations of Team Projects	1-12	
June	29	Presentation of Team Projects	1-12	
	31	Wrap-Up		
	TBA	Final Exam		