DARREN GOOD

BSCI 651: BEHAVIOR IN ORGANIZATIONS
FALL 2014
Saturday
8AM-5PM
Westlake Graduate Center
SYLLABUS

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Office Hrs: By Appointment

COURSE DESCRIPTION

This course adapts a behavioral science approach in the investigation of individuals at work. It is meant to provide current and future managers with a personal tool kit to assist in enhancing sensitivity to inter/intra personal dynamics at all levels of analysis (individual, team and organizational). A major focus as part of this toolkit is placed on increasing awareness of who you are, what you want from your career and skills necessary to achieve this. In doing so we hope to create ways to make better sense of and to more productively adjust to experience(s) in organizations.

COURSE OBJECTIVES:

Students completing this course will:
• Develop greater self-awareness
• Develop a learning agenda for personal development
• Develop a deeper understanding as to why people, groups, and organizations behave as they do;
• Develop ability to explain, predict, and control aspects of human behavior;
• Acquire skills in working with others as a member of a team

REQUIRED TEXTS & ASSESSMENTS:

ASSIGNMENTS & EVALUATION

You will each be responsible for several graded assignments. There will be two individual assignments and two group assignments (Assignment details provided separately)

1. **Individual Paper 1: VISION & VALUES**
   This paper will ask you to take a peek into the future to frame a personal leadership vision. Basically, what life do you intend to live and how do you intend to achieve it?

2. **Individual Paper 2: LEARNING AGENDA**
   This paper is meant to capture a snapshot of where you are now and a proposed path toward achieving your vision.

3. **Learning Team 1: MANAGING RELATIONSHIPS**
   This brief presentation asks that you share a relationship management technique with the class.

4. **Learning Team 2: WELL BEING PAPER & PRESENTATION**
   This short summary paper and presentation will provide an analysis of your team’s work in establishing well-being.

5. **Team Evaluation**
   As a learning team each of you will determine the level of individual contribution to the team’s success.
## BSCI 651: BEHAVIOR IN ORGANIZATIONS / COURSE GRADING:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper 1: Vision</td>
<td>25</td>
<td>_________</td>
</tr>
<tr>
<td>Paper 2: Agenda</td>
<td>25</td>
<td>_________</td>
</tr>
<tr>
<td>Team 1: Contract</td>
<td>2.5</td>
<td>_________</td>
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<tr>
<td>Team 1: Relations</td>
<td>2.5</td>
<td>_________</td>
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<tr>
<td>Team 2: Well-Being</td>
<td>35</td>
<td>_________</td>
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<tr>
<td>Team Evaluation</td>
<td>5</td>
<td>_________</td>
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<tr>
<td>Participation</td>
<td>5</td>
<td>_________</td>
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**Total Points:** 100

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**YOUR TOTAL POINTS FOR THE CLASS**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>A</td>
<td>94-100 points</td>
<td>94-100%</td>
<td>Superior work</td>
</tr>
<tr>
<td>A-</td>
<td>90-93 points</td>
<td>90-93.9%</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>87-89 points</td>
<td>87-89.9%</td>
<td>Very good work</td>
</tr>
<tr>
<td>B</td>
<td>83-86 points</td>
<td>83-86.9%</td>
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</tr>
<tr>
<td>B-</td>
<td>80-82 points</td>
<td>80-82.9%</td>
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<tr>
<td>C+</td>
<td>77-79 points</td>
<td>77-79.9%</td>
<td>Average work</td>
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<tr>
<td>C</td>
<td>73-76 points</td>
<td>73-76.9%</td>
<td></td>
</tr>
<tr>
<td>C-</td>
<td>70-72 points</td>
<td>70-72.9%</td>
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<tr>
<td>D+</td>
<td>67-69 points</td>
<td>67-69.9%</td>
<td>Poor but passing work</td>
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<tr>
<td>D</td>
<td>63-66 points</td>
<td>63-66.9%</td>
<td></td>
</tr>
<tr>
<td>D-</td>
<td>60-62 points</td>
<td>60-62.9%</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0-299 points</td>
<td>0-59.9%</td>
<td>Failing, unacceptable work</td>
</tr>
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### Student Conduct and Policy on Disabilities

GSBM students are expected to respect personal honor and the rights and property of others at all times. The University rules on conduct can be found in the GSBM Catalog. Please check the catalogue index under...
“Conduct” for the page numbers. Additionally, students with disabilities are encouraged to familiarize themselves with the University's policies in the GSBM Catalog (under “Disabled Student Assistance”) or contact the University's equal opportunity officer, Mr. Trevor Reynolds, at (310) 456-4208.
COURSE SCHEDULE

<table>
<thead>
<tr>
<th>SESSION &amp; THEME</th>
<th>DAY</th>
<th>DATE</th>
<th>ASSIGNMENTS &amp; READING</th>
</tr>
</thead>
</table>
| Sessions are listed by number and theme | Month & Day | | 1) **Readings**: Each week reading is assigned from various articles, chapters, or cases I will post online or handout. I expect you to have done the readings prior to class. There will be some parts of the readings that we do not discuss in class.  
2) **Exercises**: There are several assessments I am having you complete. Please bring your assessment or reading to class with you on the date it is assigned.  
3) **Assignment**: There are 5 *graded assignments* that you will need to hand-in or complete on the respective due date. |

| COMMUNICATION WORKSHOP | FRI SAT SUN | Sept 5 Sept 6 Sept 7 | **Read prior to class**:  
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Where are you on your journey</td>
</tr>
</tbody>
</table>

| PERCEPTIONS | SAT | Sept 13 | **Read prior to class**:  
|-------------|-----|---------|--------------------------|
|             |     |         | • Its all invented – Chapter 1 (from the book *The art of possibility* – found on Google Books)  
|             |     |         | • What great managers do  
|             |     |         | • Scenes from the organizational trenches  
|             |     |         | • End of business school (*skim*)  
|             |     |         | • Team Emotional Intelligence  
|             |     |         | • A note on team process (pages 1-10)  
|             |     |         | **Exercises**:  
|             |     |         | • Bring Well-Being Book to class |

| VISION | SAT | Sept 27 | **Read prior to class**:  
|--------|-----|---------|--------------------------|
|        |     |         | • Well-Being (Chapters 1-5)  
|        |     |         | • True work  
|        |     |         | • Leadership crucibles |

BSCI 651/Fall 2014
<table>
<thead>
<tr>
<th>Topic</th>
<th>Date</th>
<th>Read prior to class:</th>
<th>Exercises:</th>
<th>Assignment Due:</th>
</tr>
</thead>
</table>
| SELF DEVELOPMENT              | SAT Oct 11 | - Primal leadership (Chapters 1-3; found on google books)  
- You 2.0  
- The secret to raising smart kids  
- New directions in goal setting theory | - Bring completed ideal-self work sheets  
- Leadership crucibles reflection  
- Guest speaker | - Team Contract & Evaluation |
| RELATIONSHIPS & COMMUNICATION | SAT Oct 25 | - Building effective one-on-one relationships  
- Guide to managing up & across (selected parts)  
- High quality connections  
- Helping relationships  
- Process intervention skills  
- Taking stress out of stressful conversations | - Results to 360° feedback are due *(Thursday before class)* | - Vision & Values Paper |
| MOTIVATION, SATISFACTION & PERFORMANCE | SAT Nov 15 | - Building advantage through people  
- Employee Motivation: powerful new model  
- How to motivate problem people | - Learning Agenda  
- Team Presentation *(Guide to Managing Up & Across)* |                                                   |
| CULTURE & CHANGE | SAT | Nov 22 | Read prior to class:  
|------------------|-----|--------|--------------------------
|                  |     |        |  ▪ Leading by leveraging culture  
|                  |     |        |  ▪ Coming to a new awareness of organizational culture  
|                  |     |        |  ▪ Managing change: winning hearts & minds  
|                  |     |        |  ▪ Social & human factors  
| FINAL            | SAT | Dec 6  | Assignment Due:  
|                  |     |        |  ▪ Final project presentations and papers  

Exceptions to this syllabus will be treated on a case-by-case basis