DARREN GOOD

BSCI 651: BHEAVIOR IN ORGANIZATIONS
FALL 2015
TUESDAY
6PM-10PM
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: TEAM DEVELOPMENT**
   This short outline will show how your team plans to use an off-site meeting to further develop your team.

4. **Learning Team 2: MANAGING RELATIONSHIPS**
   This brief presentation asks that you share a relationship management technique with the class.

5. **Learning Team 3: WELL BEING PAPER & PRESENTATION**
   This short summary paper and presentation will provide an analysis of your team’s work in establishing well-being.

6. **Team Evaluation**
   As a learning team each of you will determine the level of individual contribution to the team’s success.

7. **Classroom Attendance & Participation**
   Your attendance is expected at each class. Additionally you will be scored each class for your level and quality of participation. It is also expected that you engage in a timely manner regarding the completion of the 360 degree feedback process.
BSCI 651: BEHAVIOR IN ORGANIZATIONS / COURSE GRADING:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Points Earned</th>
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<tbody>
<tr>
<td>Paper 1: Vision</td>
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<tr>
<td>Paper 2: Agenda</td>
<td>25</td>
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<tr>
<td>Team 1: Team Development</td>
<td>2.5</td>
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<td>Team 2: Relations</td>
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<tr>
<td>Team 2: Well-Being</td>
<td>35</td>
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<td>Team Evaluation</td>
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<tr>
<td>Participation (including 360)</td>
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YOUR TOTAL POINTS FOR THE CLASS

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<td>B</td>
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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>
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</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. |

| 1 | PERCEPTION I | TUE | Aug 25 | **Read prior to class:**  
- Its all invented – Chapter 1 (from the book *The art of possibility* – found on Google Books)  
- What great managers do |

| COMMUNICATION WORKSHOP | FRI | Aug 28 | **Read prior to class:**  
- Where are you on your journey  
| SAT | Aug 29 | |
| SUN | Aug 30 | |

| 2 | PERCEPTION II | TUE | Sept 1 | **Read prior to class:**  
- Understanding your employees’ inner work life  
- Team emotional intelligence  
- End of business school (*Skim*)  
- Why teams don’t work  
| Exercises:  
- Bring Well-Being Book to class |
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Date</th>
<th>Notes</th>
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</table>
| 3    | VISION I | Sept 8 | **Read prior to class:**  
• True work  
• Be a better leader, have a richer life  
**Exercises:**  
• Bring completed ideal-self work sheets |
| 4    | VISION II | Sept 15 | **Read prior to class:**  
• Well-Being (Chapters 1-5) |
| 5    | SOCIAL WELLBEING & TEAM DEVELOPMENT (off-campus) | Sept 22 | **Read prior to class:**  
• A note on team process (pages 1-10)  
**Exercises:**  
• Team development exercise (off-campus)  
**Assignment Due:**  
• Team Development Outline (Due by Sept 20th) |
| 6    | SELF DEVELOPMENT I | Sept 29 | **Read prior to class:**  
• Primal leadership (Chapters 1-3; found on google books)  
• Leadership crucibles (tbd)  
**Assignment Due:**  
• Vision & Values Paper |
| 7    | SELF DEVELOPMENT II | Oct 6 | **Read prior to class:**  
• Maximizing the value of 360 feedback  
• You 2.0  
• The secret to raising smart kids  
• New directions in goal setting theory  
**Exercises:**  
• Results to 360° feedback close (Tuesday before class) |
<table>
<thead>
<tr>
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<th>Date</th>
<th>Topics</th>
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<tbody>
<tr>
<td>8</td>
<td>Oct 13</td>
<td>COMMUNICATION</td>
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</tbody>
</table>
|      |        | **Read prior to class:**  
|      |        | • Taking stress out of stressful conversations  
|      |        | • Interpersonal communication: active listening  
|      |        | **Assignment Due:**  
|      |        | • Learning Agenda  
| 9    | Oct 20 | RELATIONSHIPS |
|      |        | **Read prior to class:**  
|      |        | • Building effective one-on-one relationships  
|      |        | • Guide to managing up & across *(selected parts)*  
|      |        | • High quality connections  
|      |        | • Helping relationships/ Process consultation skills  
|      |        | • How leaders create and use networks  
|      |        | **Assignment Due:**  
|      |        | • Team Presentation and Summary  
| 10   | Oct 27 | MOTIVATION |
|      |        | **Read prior to class:**  
|      |        | • Motivation: Not so secret ingredient  
|      |        | • Employee motivation: Powerful new model  
|      |        | • How to motivate problem people  
| 11   | Nov 3  | PERFORMANCE |
|      |        | **Read prior to class:**  
|      |        | • Building advantage through people  
| 12   | Nov 10 | CULTURE |
|      |        | **Read prior to class:**  
|      |        | • Coming to a new awareness of organizational culture  
|      |        | • Leading by leveraging culture  
| 13   | Nov 17 | CHANGE |
|      |        | **Read prior to class:**  
|      |        | • Managing change: winning hearts & minds  
|      |        | • Social & human factors  

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<tr>
<th>Week</th>
<th>Date</th>
<th>Read prior to class:</th>
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<tbody>
<tr>
<td>14</td>
<td>Nov 24</td>
<td>- Presentation 101</td>
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<td><strong>Exercises:</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Results to 360° feedback close (<em>Tuesday before class</em>)</td>
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<tr>
<td>15</td>
<td>Dec 1</td>
<td><strong>FINAL PROJECT PRESENTATIONS AND PAPERS</strong></td>
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Exceptions to this syllabus will be treated on a case-by-case basis.