

LINFIELD COLLEGE
Division of Continuing Education

MANAGEMENT OF HUMAN RELATIONS: BUS 430CM On-line Fall term 2003 9/13 - 12/18/03

Instructor: Kent Smith, MBA

Home (541) 745-7011

Office (541) 996-4919

FAX (541) 996-4958

e-mail: kenthome@ear

OVERVIEW AND LEARNING OBJECTIVES:

"...when relationships between people break down on the job, they are often allowed to stay broken for months or even years. ...Over 50% of our work time is spent repairing or maintaining relationships... and that's in an innovative organization!" Peter M. Senge. The Fifth Discipline

COURSE DESCRIPTION: Social-behavioral science perspectives on human relations in business, public service and/or organizations. Informal work groups, restrictive behavior, morale, supervisory styles, innovations, problem-solving, disadvantaged workers, professional and labor organizations, job mobility, and careers. Prerequisites: BUS 301 and MAT 130.

PERFORMANCE BASED LEARNER OUTCOMES: By the end of this course you will be expected to, and be able to:

- develop a vocabulary of key terms relating to human relations in organizations
- list common barriers to communication and how to overcome them
- Understand the interrelationship between stress and interpersonal conflict
- list the steps of initiating, responding to, and mediating conflict resolutions
- understand the processes of problem-solving and decision-making
- explain what leadership is and how it affects human relations and organizational performance
- explain informal work groups, team dynamics and team performance
- describe types of change, understand why people resist change and how to overcome it
- define prejudice, discrimination, minorities, disadvantaged workers, human diversity, and protected groups
- understand how to develop individuals and manage careers.

THESE OUTCOMES WILL BE ASSESSED BY: Two written exams, a Term Paper and active participation in the weekly on-line Forum discussions.

EXAMS: There will be a midterm and final essay exam. The essay exams will typically consist of short, written responses to three out of four questions. To adequately respond to each question a one-half page minimum to two page maximum answer for each part will normally be required.

TEXT BOOK: Luthans, Fred. Organizational Behavior, 9th ed. McGraw-Hill © 2002. ISBN 0-07-231288-2. It is very important that all text readings and other assignments be completed by the date assigned in order to be able to actively participate in group and forum discussions and assignments.

TERM PAPER: There will be one written paper due *no later than November 23rd*. A draft of this paper may be turned in earlier for (friendly) critique and returned for a final rewrite if necessary. The paper is worth 100 points, one-fourth of your total grade. Late papers will be penalized five points the first day and two points every day following. *Talk to me* if there are extenuating circumstances.

Please refer to the term paper link for additional guidance and topics.

PRIMARY TEACHING METHOD AND COURSE ACTIVITIES:

- Web based introductions and lecture notes provided by your professor.
- Textbook reading.
- Search for, read and share on-line articles and web pages related to this course.
- Through on-line forums share questions, comments and discussions with class members and the instructor.

A. A careful reading of the assigned materials by the assigned date is required in order to participate in on-line courses. This course is intended to stimulate thought and discussion as well as providing a body of knowledge about human relations in organizations. Staying current with the reading assignments and active participation in the weekly on-line discussions are therefore important, expected and a part of your grade determination.

B. Rules of discussion: A classroom or an on-line forum should be a safe haven within which individuals can discuss the widest possible range of topics without fearing retribution, ridicule, or attack. In order for this to happen, we must assume that we are all persons of intelligence and good will who may ultimately disagree, sometimes to a profound degree, with one another, but whose characters are not impugned or intelligence disparaged because of this disagreement. These discussions are not a forum for proselytizing, nor are they a soapbox for diatribes by either students or faculty. For the academic endeavor to succeed, we must treat each other with civility, courtesy, and respect. All perspectives and questions are welcome, as long as they are impelled by a genuine desire for knowledge, can be articulated thoughtfully, and supported by sound reasoning. We do, of course, wish to stay focused on our course topic.

C. On-line education is still a new form of learning for many of us. Our primary purpose is to learn the course material. Computers, the web based technology and WebCT software are tools and the better we understand and utilize our tools, the more we will get out of the process. However, do not lose sight of the primary objective of learning the course material. Please don't let any potential frustrations with technology issues prevent your successful completion of this course. Talk to your classmates and professor if you are having problems.

CLASS POLICIES: [Please link to Class Policies](#)

COURSE GRADING:

Forum, Group and Web activities	100 points
Term Paper	100 points
Midterm	100 points
Final exam	100 points
Total possible points	400 points

OVERVIEW OF COURSE ASSIGNMENT AND READING SCHEDULE:

Post Date	Due date	Reading & assignments are due no later than the dates shown.
	SECTION I:	THE WORK ENVIRONMENT AND HUMAN LIMITATIONS.
9-12-03	9-21-03	On-line orientation. Introductions, Course expectations and WebCT mechanics and familiarization assignments.
9-12	9-21	Chapter 1 pp 24-27, Ch 2 pp 43-60, Ch 3 all. Behavioral Science, Organizational behaviour, Diversity & Ethics
9-19	9-28	Chapter 4 all. Organization design and Culture
9-26	10-05	Chapters 5 & 16 all. Reward systems and Performance management
10-03	10-12	Chapters 8 & 9 all. Motivation, Emotion, Self-efficacy
10-10	10-19	Chapter 14 all. Groups and Teams
10-17	10-26	Chapters 17 & 18 all. Leadership
10-24	11-02	<u>Midterm essay exam due</u>
	SECTION II:	INTERPERSONAL EFFECTIVENESS
10-31	11-09	Chapter 10 all. Communication
11-07	11-16	Chapter 11 all. Creativity, Problem solving & decision making. WEB/Library search
11-14	11-23	Chapter 12 all. Stress, conflict and negotiation skills
11-21	11-30	<u>Term Paper due</u> . (note 11-28 Thanksgiving)
	SECTION III:	CAREER MANAGEMENT
11-28	12-07	WEB/Library search. Career planning
12-05	12-14	WEB/Library search. Professional organizations & Job mobility
12-12	12-18	<u>Final essay exam due</u>

CLASS POLICIES:

A. CONTACTING YOUR PROFESSOR: The best way to contact me is by e-mail at kenthome@earthlink.net . Normally I will get back to you on the same day. However I am a part time instructor and not always on-line or at home. There may be times when you will not get a timely response. I will, however, try to let you know in advance if I will not be available for a few days. Also please e-mail (or phone) me if you are going to be unavailable. If this is a planned absence, try to get ahead and submit your work early.

B. COMPLETING ASSIGNMENTS: Though we can be somewhat flexible, strive to meet the required weekly reading assignments, the forum discussion and the paper and text reading due dates. One of the major reasons that students do poorly or do not complete on-line courses is that they get too far behind.

C. ACADEMIC HONESTY: It is expected that you will contribute, both in writing and in discussions, openly and honestly. I expect you to prepare new studies and papers - not recycle old work or the ideas and words of others. However when appropriate you may share the thoughts and words of others with the appropriate credit given. Plagiarism is the use of the ideas and words of others in your writing and/or the failure to give credit to others when quoting from their work. Please see "Plagiarism" under the Term Paper guidelines.

D. INCOMPLETES: A grade of Incomplete (I) is given only in emergency situations. The student must request an incomplete in writing, must obtain my permission, and sign an agreement which states what must be accomplished by a specific date. All uncompleted work must be completed within the time limits set. If you do not complete the missing work your grade will be based on the work turned in with all missing work receiving no credit.

E. STUDENTS WITH DISABILITIES: While this is normally not an issue with on-line courses, students with documented disabilities who may need accommodations, who have any emergency medical information the instructor should know of, or who need special arrangements, should make an appointment with the instructor as early as possible, no later than the first week of the term.

GENERAL TERM PAPER GUIDELINES.

TERM PAPER:

There will be one written paper due no later than November 30th. A draft of this paper may be turned in earlier for (friendly) critique and returned for a final rewrite if necessary. The paper is worth 100 points, one-fourth of your total grade. Late papers will be penalized five points the first day and two points every day following. Talk to me if there are extenuating circumstances. I view this paper more as a learning experience than as a test of your knowledge. Therefore be creative and use this as an opportunity to experiment with presenting your ideas. Show me that you can apply your current and newly acquired knowledge and terminology. The goal is that your paper should end up as an interesting, readable and informative work relating to human relations in organizations.

I am looking for you to provide some information beyond that presented in the textbook and your current personal knowledge and experience. Hopefully this will provide both you and me with some new insights in your chosen topic area. I will specifically be looking for your appropriate use of the terminology and concepts from this course to demonstrate that you understand and can apply them to a different situation. Quote from the text or other sources when appropriate, giving credit of course. See "Plagiarism" below.

SUBJECT/TOPICS:

I am primarily interested in the applicability of your subject to people and situations in the workplace, the quality of the content of your topic and your ability to put your thoughts about the material studied in writing. Your paper should be an interesting, readable and informative work. Your paper should relate to organizational life rather than personal environments although these are obviously all "people" issues. The paper should also reflect both your considered thinking and some outside research.

You may choose from the following five broad areas/topics for your paper. If you have another topic for which you have a great passion, talk to me and we will decide if it will be appropriate.

- A. Changing or modifying behavior.
- B. Innovation, Creativity or Problem Solving.
- C. Disadvantaged workers, Discrimination or Diversity.
- D. Morale, Motivation or Culture.
- E. Employee or Personal Development and Career Management.

SIZE: This paper is to be a minimum of six and a maximum of twelve, double-spaced pages.

INTRODUCTION (One-half to one page in length): The paper must contain an introductory section, which at a minimum, tells about the general nature of the subject, why it is worthy of discussion and why it would be of interest and/or value to the reader. Think of this as the headline and lead-in to a story. Its purpose is to gain the attention and interest of the target reader and to give a brief overview or word outline of the subject to be addressed. In some compelling way explain what is to be presented and why it should be of enough interest to the reader to make them wish to read further.

BODY (Four to eight pages in length): The body of the paper must include some outside information and/or data (e.g. library research, Web based research, personal experience, interviews, etc.). However, I do not want either a recap of your opinions or a simple summary of published materials. I am looking for your ability to appropriately use specialized terminology and apply new concepts and information along with your personal experience. You should apply the above to your chosen topic in such a way that it provides information, insight and depth to the topic under discussion. I would prefer to see an application or illustration of your topic to some real life situation or personal experience but this is not required..

CONCLUSION (About one or two pages in length): The conclusion is the most important part of your paper. This is where you review all the most important points you have made and draw conclusions that the reader should be motivated to act upon. This is where you make your final compelling argument and call-to-action. Your paper could recommend appropriate future actions. The conclusion is typically a very weak area of term papers. Don't be afraid of repeating and summarizing the key points brought into the body of your report and demonstrating how these issues have led to your conclusions and recommendations.

BIBLIOGRAPHY: You must use sources beyond your text and personal experience, although these are also important sources of information. Include a bibliography of all sources you use. You may use either the APA or MLA style form. If you reference information off the WEB, please use the appropriate style for Web citations including the URL's.

PLAGIARISM and ACADEMIC HONESTY: Please prepare an original paper for this specific class. Do not recycle an old work as this inevitably leads to a poor response and a poor grade. Plagiarism is the use of the ideas and words of others in your writing and/or the failure to give credit to others when quoting from their work. A simple restating of the ideas of others using different words may not be adequate to prevent plagiarism. Remember that plagiarism includes "ideas and words". When in doubt, use quotation marks and give appropriate credit in your footnotes. Cheating and plagiarism will not be tolerated. It is the policy of Linfield College and my policy to penalize plagiarism. This may result in receiving a failing grade for the assignment and/or entire course and may be subject to further college sanctions.

FINAL REVIEW: Finally, before submission, review your paper for grammar, spelling, and any technical or factual errors. Also review it for its general composition and interest to the target reader. Please turn your papers in by the deadline to allow me time to grade your papers and return them to you on the final night of the class.