The University of Oklahoma
College of Continuing Education
Advanced Programs – Course Syllabus

Course Title:
Special Issues in Organizational Management

Course Number:
HR 5110-106

Course Description:
Learning how to improve organizational effectiveness is essential to the survival of today’s organizations. We must learn to do more with less. We can increase effectiveness by implementing changes that improve processes, motivate employees to do more, and promote learning. Successful organizations have to nourish the social process that fosters growth, innovation, and learning at the individual and organizational levels. Efficiency and value added are two important keys in the development of organizations, along with cooperation and managed competition. Every hand that “touches” the product or service must add value to it. This course examines how an organization can create a climate that encourages and rewards learning, growth, and efficiency.

Class Dates, Location and Hours:
Dates: October 21-23 & 28-30, 2011
Location: OCCE, Norman, Oklahoma. Classes are held at the Thurman White Forum Building.
Hours: Fri 5:30-9:30 p.m.; Sat 8:30 a.m.-4:30 p.m.; Sun 1:00-5:00 p.m.
Last day to enroll or drop without penalty: September 22, 2011

Site Director:
Cathy Yeaman. Assistant: Jan Plavchak. Phone: 405-325-3333; Fax: 405-325-9148; email: apnorman@ou.edu

Professor Contact Information:
Course Professor: Jorge L. Mendoza, Ph.D.
Mailing Address: Department of Psychology
University of Oklahoma
Norman, OK 73019
Telephone Number: (405) 325-4511
Fax Number: (405) 325-4737
E-mail Address: jmendoza@ou.edu
Faculty Webpage: http://faculty-staff.ou.edu/M/Jorge.L.Mendoza-1
Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Textbook(s) and Instructional Materials:
Student materials are available at the Follett/AP Bookstore located in the Oklahoma Memorial Union, 900 Asp Ave., Norman, OK. Orders can be placed online at www.oklahomaunion.bkstr.com or by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 4 p.m. CST. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-1557 (outside the U.S.).
Course Objectives:
The purpose of this course is to enable students to:

- gain understanding on how organizational culture, work processes, teams, and individuals affect the efficiency of the organization;
- develop analytic capabilities for thinking about organizational processes;
- develop a system view of organizations with an appreciation for relationships among organizational components and variability; and
- examine and understand the importance of social process in organizational change

Assignments, Grading and Due Dates:

1. Read the textbooks before class begins.
2. Actively participate in any exercise or class discussion.
3. Bring the case study on the first day of class—statement of the problem without the solution.
4. The solution to the case study is due on the last day of class—the solution should be based on the assigned readings and class discussions.
5. Take the final exam.
6. Write a short critical report of the book Toxic Emotions at Work (ISBN 9781578512577). The report should summarize as well as discuss the strengths and weaknesses of the book. This report is due a week from the last day of class.

Before the first class meeting, the student is expected to have read all of the assigned readings and have finished the first phase of the case study. This is the only way that we can ensure informed discussions in class. The solution to the case study should be mailed to the professor no later than one week after last day of class.

Case Study: Each class member is expected to develop one case study (two to three pages, single-spaced) involving a process or situation (at work if possible) that could be made more efficient. The case study could be the redesign of a work process or could involve a situation with people. Just state the problem (issue) and its causes. Do not worry about a solution at this point. **This case study must be prepared before class.** At the end of the class, you will write up a solution for the problem identified in the case study. Your solution should be based on the principles learned. It should not be longer than three single-spaced pages, and should be mailed to the professor a week after the last day of class.

The final exam will be based on the readings and class lectures.
Grading: This is a letter-graded course: A, B, C, D, or F.

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<tr>
<th>Assignment</th>
<th>Due Date</th>
<th>Percent of Grade</th>
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</thead>
<tbody>
<tr>
<td>Class Participation and Discussion</td>
<td>During class sessions</td>
<td>5</td>
</tr>
<tr>
<td>Book Report</td>
<td>One week after the last day of class</td>
<td>20</td>
</tr>
<tr>
<td>Case Study</td>
<td>One week after the last day of class</td>
<td>25</td>
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<tr>
<td>Final Exam</td>
<td>Last day of class</td>
<td>50</td>
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NOTICE: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy.

Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty

Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

- cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement; assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the “Student’s Guide to Academic Integrity” found at http://www.ou.edu/provost/integrity

Accommodation Statement

The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course.

Copyright

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA

Jorge L. Mendoza, Ph.D.

Education

- 1970 BS in Psychology, University of Illinois
- 1970-1974 MS and Ph.D. in Psychology, University of Oklahoma, Norman, Oklahoma

Current Positions

- Advanced Programs Professor since 1996
- Professor of Psychology and Co-Director of the Industrial Psychology Program, University of Oklahoma

Frequently Taught Advanced Programs Courses

- HR 5113 Organizational Behavior in Human Relations
- HR 5033 Leadership in Organizations
- HR 5023 Research in Human Relations

Major Areas of Teaching and Research Interest

- Psychological Measurements and Statistics (Validation, Structural Equations, Biodata, Selection Procedures)
- Organizational Behavior (Motivation, Leadership, Service Orientation)

Representative Publications and Presentations

Representative Honors and Awards Received

- Chair, American Psychological Association, Division 5 Membership Committee (1994)
- President (1991) - Educational Statistician. (Special Interest Group of the American Educational Research Association)
- President - Southern Society for Multivariate Experimental Psychology, 1977-1978
- NIMH Grant Proposal Reviewer (Committee on violence and sexual assault) 1981-1985
- APA Committee on Psychological Tests and Assessment 1985-1987
- Proposal Reviewer NIH (Small Business Grants) 1987-1988
- NIH Special Reviewer (Behavioral Medicine Study Section) 1992