Course Title:
Organizational Behavior in Human Relations

Course Number:
HR 5323-103

Course Description:
This course is designed to understand the relationship between various aspects of organizational environments and the behavior of organization members and the impact of human relations skills. The assigned readings have been selected to familiarize students with key concepts relating to individuals, groups and organizations. Class activities will primarily focus on how the concepts can be applied in a variety of “real world” settings. The relevant application of the theories and concepts to current organizational work environments and human relations will be stressed. Contemporary issues and challenges confronting managers in modern organizations as a result of a complex, changing work force will also be discussed. Through completion of the course, students will better understand the forces that serve to influence their behavior as an organization member, and in turn, how their own behavior serves to influence those around them.

Class Dates, Location and Hours:

Dates: March 12-18, 2012
Location: Nellis AFB, Las Vegas, Nevada. See Site Director for classroom location.
Hours: Mon-Fri: 6:00-9:30, Sat: 8:00 am - 4:30 pm: Sun 8:00 am-12:00
Last day to enroll or drop without penalty: February 12, 2012

Site Director:
Megan Fitzpatrick Meneses. Phone: 702-643-5354; E-mail: apnellis@ou.edu

Professor Contact Information:

Course Professor: Dr. Richard W. Little
Mailing Address: University of Oklahoma
1700 Asp Avenue, Room 126
Norman, OK 73072
Telephone Number: 405-325-1931
Fax Number: 405-325-7643
E-mail Address: rlittle@ou.edu
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.).

Note: The Follett/AP Bookstore is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through the Follett/AP Bookstore.

**Course Objectives:**

At the end of this course students will be able to:

- identify and discuss four organizational/leadership theories impacting work climates and human relations environments;
- demonstrate an understanding of the history and emergence of contemporary organizations;
- discuss the importance of organizational behavior and human relations relative to the management of current companies, businesses and agencies;
- identify five organizational methods that create and enhance the opportunity for achievement in managing contemporary organizational environments; and
- develop a comprehensive personal profile that assesses human relations productive approaches to managing contemporary employees/workers.

**Course Outline:**

Lectures will not replicate readings and are to be used as a framework for class discussion, assignments and exams. Please note that the actual class presentations may be altered or extended to subsequent days dependent on class lectures and discussions.

**Session 1**  Monday, March 12  
  a. Topic: Organizational Structure and Design  
  b. Readings: Robbins Book  
     i. Chapter 1  “Introduction to Organizational Behavior”  
     ii. Chapter 2  “Foundations of Individual Behavior”  
  c. Class Activity: *Organizational Traits and Attitudes*

**Session 2**  Tuesday, March 13  
  a. Topic: Leadership & Organizational Climate Development  
  b. Readings: Robbins Book  
     i. Chapter 11  “Leadership”  
     ii. Chapter 12  “Power and Politics”  
  c. Class Activity: *Situational Flexibility – Adapting to the Leadership Environment*

**Session 3**  Wednesday, March 14  
  a. Topic: Motivating in Organizations  
  b. Readings: Robbins Book  
     i. Chapter 5  “Motivation Concepts”  
     ii. Chapter 6  “Motivation: From Concepts to Applications”  
  c. Class Activity: *Defining a Motivational Style*  
  d. Mid-Week Exam:  To be given during class

**Session 4**  Thursday, March 15  
  a. Topic: Communication and Decision Making  
  b. Readings: Robbins Book  
     i. Chapter 4  “Perception and Individual Decision Making”  
     ii. Chapter 10  “Communication”  
  c. Class Activity: *Communications and Interpersonal Profile*
Session 5  Friday, March 16  
a. Topic: Groups and Teams in Organizations  
b. Readings: Robbins Book  
i. Chapter 8 “Foundations of Group Behavior”  
ii. Chapter 9 “Understanding Work Teams”  
c. Class Activity: “Individual and Group Decision Making”

Session 6  Saturday, March 17  
a. Topic: Group and Teams in Organizations (cont.). Group Projects  
b. Readings: Robbins Book  
i. Chapter 8 “Foundations of Group Behavior.”  
ii. Chapter 9 “Understanding Work Teams”  
iii. Chapter 16 “Organizational Change and Development”  
c. Class Activity: “FIRO B & Conflict Management” Group Projects

Session 7  Sunday, March 18  
a. Topic: Course Summary and Evaluation  
b. Final exam: To be given during class

Assignments, Grading, and Due Dates:  

1. Complete assigned readings in the Robbins book as listed in course outline. All readings should be completed prior to the beginning of the first class scheduled for March 12, 2012. Additional readings may be assigned during class.

2. Submit a brief paper (4-5 pages, typed, double spaced) describing a real or hypothetical organizational behavior problem. This can be relating to leadership, organizational restructuring, motivation, ethics, etc., or any problem that an organization must address or manage. You should explore the problem from an objective viewpoint. Then, from an organizational behavior/human relations perspective, you should design and suggest a solution to the problem. You should evaluate the effectiveness of the solution in terms of managerial and employee perceptions. You should also discuss the organizational behavior/human relations concepts and principles that you believe are most applicable to your approach to successfully solve the problem. Cite appropriate references as needed to support your ideas (a minimum of 3 references/citations). The purpose of this paper is to increase understanding of organizational behavior and human relations management concepts and principles and how they are applied. Be clear and concise in your writing and carefully edit your paper.

   This assignment is due March 5th, 2012, one week prior to the first day of class, and submitted by e-mail to rlittle@ou.edu.

3. Participate in program design simulations or case studies for in-class exercises/activities.
4. Class discussions will be based on the pre-assigned readings, lectures and in-class
5. Two exams will be given. The first on March 15th and the final exam will be given on March 18th. All exams will be based on readings, lectures, class discussions and in-class exercises.

Grading: This is a letter-graded course: A, B, C, D, or F. Grading will be based on:

- Pre-course paper (25%)
- Mid-week exam (10%)
- Group project (25%)
- Final exam (40%)

Grading Scale: A = 90-100; B = 80-89; C = 70-80; D = 60-70; F = 69- Below

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.
Special Notices:

Students should retain a copy of any assignments that are mailed to the instructor for the course.

Due to Contractual, TA, VA requirements, all grades associated with this course must be submitted no later than thirty days from the last day of class. The professor has the option to require completion prior to the thirty-day deadline if he/she desires.

PLEASE ARRIVE ON TIME FOR CLASS. Students who arrive late for class violate the University of Oklahoma policy on the total number of teacher-student contact hours required for award of graduate credit in the intensified teaching format. Additionally, such students jeopardize their chance for a higher grade by missing lecture material and decreasing their part in class participation.
POLICIES AND NOTICES

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
Richard W. Little, Ed.D.

Education
• 1990 Post-Doctoral Study: Management of Lifelong Education, Harvard University
• 1980 Ed.D. Higher Education and Administration, University of Oklahoma

Current Positions
• Advanced Programs Professor since 1992
• Associate Vice President for Outreach, University of Oklahoma
• Adjunct Professor of Educational Leadership and Policy Studies, University of Oklahoma
• Adjunct Professor of Business, Price College of Business, University of Oklahoma

Frequently Taught Advanced Programs Courses
• EDAH 5023 Administration of Adult & Higher Education
• MGT 5113 Organizational Behavior & Administration
• MGT 6973 Human Resource Management
• BUS 5963 Organizational Behavior
• MGT 3013 Principles of Organization and Management

Major Areas of Teaching and Research Interest
• Administration and business development
• Leadership
• Organizational structure
• Adult and higher education
• Motivation
• Managing change

Representative Publications and Presentations
• Little, R. W. (1999). Managing Changing Organizations, First Fidelity Bank, Norman, Oklahoma
• Little, R. W. (1997). Leadership for the 21st Century, Federal Aviation Administration, Oklahoma City, Oklahoma

Representative Honors and Awards Received
• Commission on Leadership and Management – University Continuing Education Association
• Outstanding Faculty – Economic Development Institute, Indianapolis, 1996
• Distinguished Lecturer – U.S. Air Force Academy, 1995
• Outstanding Instructor – Economic Development Institute, Norman, 1993
• Distinguished Lecturer – U.S. Military Academy, West Point, 1992
• Outstanding Management Instructor – Digital Equipment Corporation, 1989
Major Professional Affiliations

- University Continuing Education Association
- American Management Association
- American Society for Training and Development
- Council of Colleges and Military Educators

REPRESENTATIVE CONSULTING

- Exxon
- General Electric
- Ford Motor Company
- Digital Equipment Company
- Magnavox
- Hewlett-Packard
- Burlington Industries

Dr. Richard Little is the Associate Vice President for Outreach at the University of Oklahoma. He is responsible for program activity, credit and credit-free, in the areas of business, education, aviation, engineering, geosciences, arts and sciences, and economic development. He also administers the University’s Advanced Programs activities for military education, providing five different Master’s Degrees delivered at 26 sites around the world. Managing a total budget of over $62M, he also is responsible for contracts with the US Postal Service with a work force of 255 personnel. He works extensively managing, developing and administering programs for business, industry, and the public sector. Through his efforts the University of Oklahoma has national contracts with the American Bankers Association, Federal Aviation Administration, United States Postal Service, Department of Homeland Security, the US Chamber of Commerce, US Department of Defense, US Department of Transportation and International Economic Development Council. Dr. Little is a faculty member of the University’s Price College of Business where he teaches in the College’s signature undergraduate program, the Integrated Business Core (IBC), teaching the management curriculum. Dr. Little is a member of the Dean’s Business Development Committee and has been an advisor for business student activity groups. He also serves as a member of OU’s graduate faculty teaching courses in the areas of Human Resource Management, Organizational Behavior and Adult and Higher Education. He has served on numerous national boards including the U.S. Chamber of Commerce Excellence, the Oklahoma Regional Leadership Institute, the University Continuing Education Association and the Council of College and Military Educators, where he served as president. He has also earned a national reputation for developing “topic specific” programs by request for professional client groups, companies and organizations.

During his tenure with the University of Oklahoma he has compiled an outstanding record and national reputation in the field of management, leadership and motivation as an innovator, consultant and administrator. He brings to the University a unique blend of practical experience and knowledge gained from working with some of the country's most prestigious corporations. Fortune 500 companies Richard has worked with include Exxon, General Electric, Digital Equipment, Hewlett Packard, Burlington Industries, Magnavox, Ford Motor Company, Borg-Warner, Morton Salt and Goodyear Aerospace. Federal agencies and professional groups include NASA, Department of Energy, Federal Aviation Administration, National Contract Management Association, American Medical Association, Conference on State Bank Supervisors American Bankers Association and Military Bases around the world. He has lectured on the campuses of Notre Dame, Stanford, Michigan State, University of Tennessee, University of Texas, University of California at Los Angeles, Ohio State University, Miami University, University of Colorado, Iowa State University, Oklahoma State University, Georgia Tech, and the United States Military Academies at Colorado Springs and West Point.