

UNIVERSITY OF SOUTHERN CALIFORNIA  
MARSHALL SCHOOL OF BUSINESS  
BUAD 304 – LEADING ORGANIZATIONS  
FALL 2006

Instructor: Robert B. Turrill, PhD  
Class time: Tu & Th, 8:00 to 9:50 am  
Office: Bridge Hall 308C  
Office hours: M/W 11:00 to noon and by appointment  
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Required text: ORGANIZATIONAL BEHAVIOR, Stephen P. Robbins,  
Pearson Prentice-Hall, 12<sup>th</sup> ed., 2007.

**Introduction:** This course is about understanding people at work within a formal organizational context with the intent of increasing personal and organizational effectiveness. It is about individual contributions to organizational effectiveness, and about leadership within an organization. It is about managing, designing, problem solving, and implementing courses of action to achieve organizational goals. This is the first course in managing organizations and becoming more effective individually within a work environment. This course is appropriate for careers in both for-profit and not-for-profit organizations.

**Course Objectives:**

1. To understand the nature of leadership within an organization and its importance in being successful – both in running an organization and to develop one's leadership capabilities.
2. To understand individual, interpersonal, group, and organizational dynamics that lead to effective outcomes in organizations.
3. To understand the nature of formal organizations as social systems, their design, culture, and needs for change.
4. To understand the need for collaborative behavior and how to design and develop effective teams and develop interpersonal competence.
5. To identify and develop critical skills and values to be effective both as a collaborator and a leader within an organization and team, and to understand how to approach and resolve ethical dilemmas.

**Course Format:** We will use a variety of learning activities, including lecture, discussion, case analyses, group activities, communication and decision exercises, self-assessment, and other learning methods to enhance both knowledge and skill building. We will engage in several experiential activities in the Experiential Learning Center

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(ELC) in the basement of Bridge Hall. You will be a member in a small learning team (4 – 5 members) for some of the assignments and class activities. The focus in these teams will be: 1) to achieve project outcomes; and 2) to learn how to develop effective teams for future courses and for your future career.

***Course Outline and Assignments:***

In addition to weekly reading assignments in the text, there will be weekly assignments of self-assessments and short cases that will be discussed in class. There will be additional assignments made as we progress through the semester. Some of the dates may change based on the progress of the class, but we will move quickly through the material and learning activities. At the end of the chapters, read the "ethical dilemma" and the "case" and do any "SAL" instruments as suggested.

<i>Week</i>	<i>Date</i>	<i>Topic</i>	<i>Assignments</i>
1	Aug 22	Introduction to the course	
	24	Organizational behavior and the role of managers and leaders	Read Ch 1
2	Aug 29	Individual differences at work	Read Ch 2
	31	Attitudes and job satisfaction	Read Ch 3
3	Sep 5	Meet in the ELC	
	7	Personality and values	Read Ch 4
4	Sep 12	Perception and decision making	Read Ch 5
	14	Meet in the ELC	
5	Sep 19	Approaches to work motivation	Read Ch 6
	21	Motivation applications	Read Ch 7
6	Sep 26	Understanding emotions at work	Read Ch 8
	28	Meet in the ELC	
7	Oct 3	Mid-term exam I (Chs 1 - 8)	
	5	Meet in the ELC	

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8	Oct 10	Group behavior	Read Ch 9
	12	Developing high performance teams	Read Ch 10
9	Oct 17	Interpersonal communication	Read Ch 11
	19	Meet in the ELC	
10	Oct 24	Meet in the ELC	
	26	Approaches to leadership	Read Ch 12
11	Oct 31	Transformational leadership	Read Ch 13
	Nov 2	Power, politics, and conflict	Read Chs 14 & 15
12	Nov 7	Mid-term exam II (Chs 9 - 15)	
	9	Organizational structure	Read Ch 16
13	Nov 14	Organizational culture	Read Ch 17
	16	Human resources management	Read Ch 18
14	Nov 21	Organizational change	Read Ch 19
	23	Thanksgiving holiday	
15	Nov 28	Team project presentations	
	30	Team project presentations Course evaluation	
	Dec 1	Written team projects due	
	12	Exam III (Chs 16 - 19); 4:30 to 6:30 pm	

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**Course Requirements and Evaluation:**

Exams: Three individual closed-book, content exams non-cumulative @ 15% each	45%
Team projects and presentations:	25%
Individual assignments:	20%
Preparation, participation, attendance:	10%

Each graded assignment will be evaluated on a 10-point scale where 9-10 is an excellent exam, project, case analysis, or interview write-up. Following the grading policy of the Marshall School, this course will have a grade point average that is no more than 2.85. Make-up exams will not be scheduled unless there is a confirmed emergency or illness. This is also true for written assignments. There is no method for making up a missed ELC activity. Course requirements are designed to keep you prepared and involved in the daily content and case discussions and other activities of the class. Your attendance, preparation, and participation are essential to contribute to the success of the course for all students. Attendance will be recorded each day, and you are expected to be here for the entire class. Excessive absences (more than three) will negatively affect your final grade in the course by reducing your course grade by one-third for each absence over three, e.g., from a B to a B-.

**Course information, announcements, and assignments will be posted weekly on BlackBoard ([www.totale.usc.edu](http://www.totale.usc.edu)) under BUAD 304, section 14715**

**Academic Integrity:** The use of unauthorized material, plagiarism, communication with fellow students during an examination, attempting to benefit from the work of another student, and similar behavior that defeats the intent of an examination or other class work is unacceptable to the University. Where a clear violation has occurred, the student's work may be disqualified as unacceptable and assigned a failing mark. Academic integrity policies, the description of prohibited behavior, and the appropriate sanctions are described in the 2006-2007 SCAMPUS Guidebook for Students. If there are any questions concerning any of the assignments, please ask the instructor in advance of the assignment due date.

**Return of Graded Paperwork:** Returned paperwork, unclaimed by a student, will be discarded after four weeks, and, therefore, will not be available should a grade appeal be pursued by a student following receipt of his/her course grade.

**Students with Disabilities:** Any student requesting academic accommodation based on a disability is required to register with the Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure that the letter is delivered to the instructor well in advance of the first exam. DSP is located in STU 301 and is open 8:30 am to 5:00 pm, Monday through Friday. The phone number for DSP is (213) 740-0776.

