



# EXTENDED CAMPUS

COLLEGE *of* PROFESSIONAL  
*and* CONTINUING STUDIES

## HR 5323-222: Organizational Behavior in Human Relations

### 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: October 30 – November 4, 2018  
Location: Vilseck, Germany. Please contact Site Director for classroom location.  
Hours: Tuesday - Friday 6:00-9:30 pm; Saturday and Sunday 8:30 a.m.-4:30 p.m.  
Last day to enroll or drop without penalty: October 1, 2018

### Site Director:

Email: [apvilseck@ou.edu](mailto:apvilseck@ou.edu). Phone: CIV 011-49-9662-83-2069; DSN 476-2069.

### Professor Contact Information:

Course Professor: Dr. Richard W. Little Mailing Address: University of Oklahoma  
1700 Asp Avenue  
Norman, OK 73072  
Telephone Number: 405-364-2442  
Fax Number: 405-325-7643  
E-mail Address: [rlittle@ou.edu](mailto:rlittle@ou.edu)  
Professor availability: The professor will be available via email 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 OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at <http://www.bkstr.com/oklahomastore/home> is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email [0831mgr@fhcg.follett.com](mailto:0831mgr@fhcg.follett.com). Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on

Friday; 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.

1. Robbins, S.P. \* Judge, T. A. (2013) *Essentials of organizational behavior* (14<sup>th</sup> ed.) Upper Saddle River, NJ: Prentice Hall. ISBN 9780132968508. Prof. has approved the use of older editions (11<sup>th</sup> – 13<sup>th</sup>).

Note: Follett 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 Follett.

### **Course Objectives:**

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

1. identify and discuss four organizational/leadership theories impacting work climates and human relations environments;
2. demonstrate an understanding of the history and emergence of the study of organizational behavior in organizations;
3. discuss the importance of organizational behavior and human relations relative to the management of current companies, businesses and agencies;
4. identify five organizational methods that create and enhance the opportunity for achievement in managing organizational environments; and
5. develop a comprehensive personal profile that assesses productive organizational behavior 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: Tuesday, October 30**

1. Topic: Organizational Structure and Design
2. Readings: Robbins Book
  - a. Chapter 1 Introduction to Organizational Behavior
  - b. Chapter 15 Foundations of Organizational Structure
  - c. Chapter 16 Organizational Culture
3. Class Activity: Organizational Traits and Attitudes

#### **Session 2: Wednesday, October 31**

1. Topic: Leadership & Organizational Climate Development
2. Readings: Robbins Book
  - a. Chapter 12 Leadership
  - b. Chapter 13 Power and Politics
3. Class Activity: Situational Flexibility – Adapting to the Leadership Environment

#### **Session 3: Thursday, November 1**

1. Topic: Motivating in Organizations
2. Readings: Robbins Book
  - a. Chapter 7 Motivation Concepts
  - b. Chapter 8 Motivation: From Concepts to Applications
  - c. Chapter 3 Attitudes and Job Satisfaction
3. Class Activity: Defining a Motivational Style
4. **Mid-Week Exam:** To be given during class

#### **Session 4: Friday, November 2**

1. Topic: Communication and Decision Making

2. Readings: Robbins Book
  - a. Chapter 4 Perception and Individual Decision Making
  - b. Chapter 11 Communications
3. Class Activity: Communication and Interpersonal Profile

### Session 5: Saturday, November 3

1. Topic: Groups and Teams in Organizations
2. Readings: Robbins Book
  - a. Chapter 9 Foundations of Group Behavior
  - b. Chapter 10 Understanding Work Teams
3. Chapter 14 Conflict and Negotiation
4. Chapter 5 Personality and Values
5. Class Activity: Individual and Group Decision Making

### Session 6: Sunday, November 4

1. Topic: Group Projects and Final Exam
2. Class Activity: Group Projects
3. 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 session of class. 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 October 23, one week prior to the first day of class**, and submitted by e-mail to [rlittle@ou.edu](mailto: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 **November 1, 2018**, and the final exam will be given on **Sunday, November 4, 2018**. All exams will be based on readings, lectures, class discussions and in-class activities.

### Grading:

This is a letter-graded course: A, B, C, D, or F. A = 90-100; B = 80- 89; C = 70- 80; D = 60- 70; F = 69-Below. Grading will be based on:

Assignment	Due Date	Percentage
Pre-Course Paper	October 23, 2018	25
Mid-Week Exam	November 1, 2018	10
Group Project	November 4, 2018 During Class	25
Final Exam	November 4, 2018	40

**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.

## **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. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. 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 Integrity and Student Conduct**

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student's academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc...in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc...; intimidation and interference with integrity process; and plagiarism. All students should review the Student's Guide to Academic Integrity at [http://integrity.ou.edu/students\\_guide.html](http://integrity.ou.edu/students_guide.html)

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at <http://studentconduct.ou.edu/>

### **Accommodation Statement**

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

### **Adjustment for Pregnancy/Childbirth-Related Issues**

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact me as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see <http://www.ou.edu/content/eoo/faqs/pregnancy-faqs.html>.

## **Title IX Resources**

For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no-contact orders, scheduling adjustments, and disciplinary sanctions against the perpetrator. Please contact the Sexual Misconduct Office at [smo@ou.edu](mailto:smo@ou.edu) or (405) 325-2215 (8-5), or the Sexual Assault Response Team at (405) 615 -0013 (24/7) to report an incident. To learn more about Title IX, please visit the Institutional Equity Office's website at <http://www.ou.edu/content/eoo.html>

## **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. Advanced Programs does not provide duplicating services or office supplies.

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
- Senior Associate Vice President Emeritus, University of Oklahoma
- Adjunct Professor of Business, Price College of Business, University of Oklahoma

### Frequently Taught Advanced Programs Courses

- HR 5323 Organizational Behavior in Human Relations
- MGT 5113 Organizational Behavior & Administration
- MGT 6973 Human Resource Management
- MGT 3013 Principles of Organization and Management

### Major Areas of Teaching and Research Interest

- Administration and business management
- Leadership
- Organizational structure and culture
- Adult and higher education
- Motivation and behavior
- Managing change and innovation

### Representative Publications and Presentations

- Little, R. W. (2001). *Managing in the 21<sup>st</sup> Century*, Conference of State Bank Supervisors, Washington D.C.
- Little, R. W. (1999). *Managing Changing Organizations*, First Fidelity Bank, Norman, Oklahoma
- Little, R. W. (1997). *Leadership for the 21<sup>st</sup> Century*, Federal Aviation Administration, Oklahoma City, Oklahoma
- Little, R. W. (1994). *Motivation – Creating a Climate for Achievement*, Olin Corporation, Asheville, North Carolina
- Little, R. W. (1991). *Purchasing Leadership for '2000.'* Goodyear Aerospace, Akron, Ohio
- Little, R. W. (1990). *Managing for Distribution Directors*. Scrivner, Inc., Oklahoma City, Oklahoma
- Little, R. W. (1987). *Increasing Acquisition Effectiveness*. Goodyear Aerospace, Akron, Ohio
- Little, R. W. (1985). *Women in Purchasing*. Digital Equipment Corporation, Boston, Massachusetts

### 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 Leadership Instructor – Digital Equipment Corporation, 198.

## **Major Professional Affiliations**

- University Professional 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
- Federal Aviation Administration
- Hewlett-Packard
- Burlington Industries

Dr. Richard Little served as the Senior Associate Vice President for Outreach at the University of Oklahoma. During his tenure he was 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 administered the University's Advanced Programs activities for military education, providing five different Master's Degrees and a PhD delivered at 26 sites around the world. Managing a total budget of over \$48M, he also was responsible for OU's largest contract with the US Postal Service with a work force of 255 personnel. He continues to work 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 the 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. He 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 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 Air Force Academy at Colorado Springs, and the United States Military Academy at West Point.