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and by appt

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### **Course Description**

**Organizational behavior** is the study of the human elements of organizations—what people need and desire at work, how they use their time, talent, and energy for collective ends, and how they can work together effectively for a greater good. **Leadership** is the process by which an individual guides and influences others to engage in these collective endeavors.

This course, on organizational behavior and leadership, will therefore have a dual focus: 1) students will develop an understanding of and an ability to rigorously evaluate research findings from the field of organizational behavior in order to identify best organizational practices for leading teams and organizations, and 2) students will engage in exercises that will allow them to develop and cultivate the interpersonal skills required to lead diverse groups and organizations effectively.

Due to this combined focus on fundamental analysis and concrete application, this course will help you exhibit sound judgment in making complex decisions, manage relationships with others, motivate and influence others without relying on formal authority, build and manage high performing teams, deploy social capital, negotiate effectively, lead organizational change, and generally make sense of today's—and tomorrow's—organizational world. These are the leadership skills for which organizations are looking and that you must possess in order to excel in today's dynamic, competitive, and global marketplace. These are the skills we'll build in BUAD 304.

### **Course Learning Objectives**

After successfully completing this class, students should be able to:

- Utilize organizational behavior theories, frameworks, principles, and tactics to prevent OB problems from emerging and, when problems are identified, intervene to fix them.
- Evaluate the benefits and challenges of alternatives to achieve high performance at the individual, team and organizational levels.
- Develop greater confidence and dexterity with enacting a variety of leadership behaviors.
- Create a plan to improve your own personal leadership skills and to manage your career.

The course will place a special emphasis on developing your critical thinking skills. Cases will seek to develop your ability to uncover the various potential problems, challenges and opportunities faced by a business, sort and select the most important, develop alternative courses

of action for addressing those issues, assess the different courses of action in light of multiple criteria, select the solutions that have the potential to be the most effective and develop an effective implementation plan.

The relationship between the course learning goals and the Marshall School of Business' undergraduate business program learning goals is described in Appendix A.

### **Course Materials**

You will need the following resources for this course.

- (1) Textbook & Connect online: Organizational Behavior: A Practical, Problem-Solving Approach 2<sup>nd</sup> edition by Angelo Kinicki and Mel Fugate plus Connect online. 2018. McGraw Hill.  
*You can purchase the text at the USC Bookstore (about \$140, ISBN 9781260737127) or the eBook version (ISBN 9781259915352) directly from McGraw Hill (\$85 from Connect instructor website that will be given in class and posted on Blackboard). We have negotiated the best pricing for purchase. Of course, you have other options. Make sure you have access to the online Connect resources and the 2<sup>nd</sup> edition.*
- (2) ARES Course Reader: The course reader is accessible for free on the USC Libraries ARES system online. Go to <https://reserves.usc.edu/ares/> and search for "BUAD 304 Spring 2019, All Sections" (do NOT search using professor name). Additional instructions are in Appendix B and posted on Blackboard.
- (3) Case Reader: BUAD 304 Spring 2019 Organizational Behavior & Leadership Coursepack available for purchase (\$25.50) at <https://hbsp.harvard.edu/import/593045>.

### **Additional Readings, Resources, and Assessments**

1. Videos are available on the USC Marshall Critical Thinking Initiative website to help you better understand how to do case analysis and use the Marshall USC-CT framework. <http://info.marshall.usc.edu/faculty/critthink/Pages/default.aspx>
2. Personal assessments are listed in the class schedule with how to access them via a website or McGraw-Hill Connect.
3. Any additional readings and/or assessments will be posted on Blackboard.

### **Course Information - Blackboard**

Lecture slides, this syllabus, and additional course information are available through your Blackboard account. Blackboard is the primary channel of communication for this course so take note of announcements and other email messages you receive. Assignment and exam scores are posted here as well. You can also communicate directly with your Professor, your project team members, and other classmates from your section. To access Blackboard from your web browser, enter <https://blackboard.usc.edu>, and use your USC username and password to log in.

## **Grading**

<b>Exams</b>		<b>35%</b>
<i>Midterm</i>	15	
<i>Final</i>	20	
<b>Team Project</b>		<b>35%</b>
<i>Outline</i>	3	
<i>Paper</i>	25	
<i>Presentation</i>	5	
<i>Self &amp; Peer Evaluation</i>	2	
<b>Individual Assignments</b>		<b>15%</b>
<i>Homework</i>	2.5	
<i>Teaming ELC Reflection</i>	2.5	
<i>Final Reflection Paper</i>	10	

**Participation** **15%**

**TOTAL** **100%**

Final grades for this course will reflect the weighted sum of your assignment grades and will adhere to the grading policy approved by Marshall. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
2. The overall average percentage score within the class.
3. Your ranking among all students in the class.

### **Course Requirements: Participation**

**Class Participation:** This part of your grade will be based on consistent and effective contributions to class discussions. In-class assignments and activities also contribute to this score. You are expected to attend every class session having read, thought about, and prepared any assigned material. You should also be prepared to share your ideas and to actively listen to and interpret the ideas presented by others. Comments that are vague, repetitive, unrelated to the discussion, or disrespectful of others will be evaluated negatively. Quality comments possess one or more of the following attributes:

- Offer a relevant concept or personal experience;
- Provide careful analysis by applying theory and concepts from readings and lectures;
- Move the discussion forward by building on previous contributions with new insights;
- Ask thoughtful and challenging questions.

*Statement on Technology Use:* Please note that computer laptop or tablet use is not allowed during class unless otherwise advised by your Professor. It is far more important to participate than to take detailed notes. A few hand-written notes will suffice. After each class session, you may want to take some time to reflect on the learning experience and type up whatever notes seem useful. All electronic devices are to be turned off and kept off throughout the class session. Instructors may deny Participation/Contribution points to students misusing technology during class. We invite you to “Be Here, Be Present!” to create an engaging learning community.

**Research Studies Participation:** A smaller component of your participation grade is based on your involvement in research activities. By experiencing the research process firsthand, you gain a greater understanding of how research, and therefore the knowledge that it undergirds, is generated. This understanding can help you to more rigorously evaluate future research findings and therefore apply them appropriately as you advance through your career. You can choose one of two options below to fulfill this requirement.

**Please Note:** If you do not complete one of these two options, you will lose points for the participation part of your grade.

**Option 1: Participate in research studies.** To do this, you will attend sessions outside of class, participating in studies conducted by researchers in MOR at the Marshall School of Business. You will earn .5 or 1 credit for each separate study you complete; most sessions are no more than one hour long. You will need to obtain **4 credits** during the semester to fulfill the research requirement. Students must be age 18 or older by **Friday, February 8, 2019** to choose Option 1; otherwise, you will need to use Option 2.

- **How to choose the participation option:** register for a SONA account at <http://marshall-mor.sona-systems.com/> no later than **Friday, January 25, 2019**. Instructions are also posted on Blackboard. Those who do not register or reactivate by this date will be required to complete Option 2 (research papers; see below). After you verify your SONA account, you will need to check the SONA site regularly to find open studies and sign yourself up to participate in them. Sometimes email announcements about available studies are made as well, but do not rely on them. Studies are scheduled throughout the semester at various days and times. Please remember to cancel within 8 hours if you cannot attend a study. If a research cancels on you within 8 hours, the researcher must grant you credit. While there are usually enough studies to accommodate all students, it is important that you complete your credit early to be sure you can find all the studies you need (and also for your own peace of mind). You are not guaranteed enough study spots. To receive full participation credits, you must earn your first credit by **Friday, March 8, 2018**. Your final credits can be earned any time before **Friday April 26, 2019** (the last day of classes).
- **Please Note:** If you earn your first 3 credits by showing up to ALL of your scheduled sessions on time, then you will automatically earn your 4<sup>th</sup> credit “free.” That is, the system is “earn three, get one free” providing you show up to all of your registered sessions. This means you will not earn the “free” credit if you have any “Unexcused No Shows” on your records.
- **Important Notes:**
  - (a) If you already have a SONA research study account from a past BUAD 304 or BUAD 497 course, you will still need to email ([mor.sona@marshall.usc.edu](mailto:mor.sona@marshall.usc.edu)) the administrator from the website by **Friday, January 25, 2019** in order to request account reactivation. Past credits earned CANNOT be used for current courses.
  - (b) If you are enrolled in Marketing (MKT) BUAD 307, please make sure you can visit the Marketing research study website your Marketing professor has given you (see your Marketing course syllabus). **Each course has its own unique SONA Systems web address.** Credits will NOT transfer from one course to another for credit fulfillment (no exceptions).

**Option 2: Research Papers.** You can also complete the research requirement by writing three short research papers on topics pre-approved by your Professor. Papers must be turned in by Friday, April 26 to your Professor.

### **Course Requirements: Individual Written Assignments**

**Homework – Case Analysis and OB in the Real World Memos:** This portion of your grade will be based on timely and complete submission of homework that helps you review and apply course concepts while practicing critical thinking skills. The Case Analysis Memo is for the Thomas Green case. For the OB in the Real World Memo, you will find an example of an OB related topic or concept in action (i.e., from the news, TV, movies, advertisements, business magazines, etc.). You will learn more about these assignments in class and instructions will be posted on Blackboard.

**Teaming Exercise Reflection Paper:** Following the Teaming ELC exercise you will write up a short self-reflection on what you learned from the experience and the insights you gained about your role and behavior in team activities. This will be discussed further in class. Instructions and a grading rubric will be posted on Blackboard.

**Final Reflection Paper:** You will write a short personal reflection paper that describes how your team experience was influenced by different group properties and processes as well as reflect on your own behavior and learning. You will be assessed based on thoughtful, convincing, insightful, and exploratory writing and reflection, a strong connection between the experience and the learning or insights gained, and the use of specific detail and narrative accounts that convey an understanding of the experience supported by course material and personal assessment results. This will be discussed further in class. Instructions and a grading rubric will be posted on Blackboard.

### **Course Requirements: Team Project**

**Team Project:** You will work together as an intact OB Team throughout the semester to prepare for and complete the Team Project. Your team will demonstrate that you understand the major challenges and key success factors to perform effectively as an individual, on a functioning team, and as a manager in business and society today. The aims of the team project are (1) to enrich your understanding of organizations and management; (2) to provide you with an opportunity to apply what you have learned in the course; (3) to assess your ability to define and analyze an organization or organizations and come to insightful conclusions and (4) to help you develop critical interpersonal and teamwork skills.

Your team will have a choice of conducting either:

(a) **Fieldwork** study with a local organization such as a student organization, business unit on campus, or other local company. Your team will investigate and analyze some aspect of this organization that connects with themes in the course such as the organization's culture, the structure and functioning of groups within the organization, its reward systems, or its relation to its local or national environment. You will make recommendations or identify best practices based on your study.

(b) **Issues analysis** of an issue/topic connected to the themes in the course and of

importance to multiple organizations; this issue may be inspired by something in the headlines of the business press or something in your own experience. You will need to examine the nature of this issue and analyze in detail how 2-3 diverse companies have addressed and/or experienced the issue. You should draw on publicly available resources such as annual reports, newspaper articles, the Internet, and electronic databases. You will make recommendations and/or identify best practices based on your study.

You have four “deliverables” for this project:

1. Project outline: A one page memo (12-point, Times-Roman font, double spaced, 1-inch margins on all sides)
2. Project paper: An 8-10 page analytical paper (12-point, Times-Roman font, double spaced, 1-inch margins on all sides)
3. In-class presentation: A 15 minute presentation, 5 minutes for Q&A
4. Self & peer evaluation feedback: An online assessment to be explained in class

Feedback helps you learn and improve your performance as well as the quality of your output as a team. As part of the team project, you will practice and develop skills in providing and receiving effective feedback through in-class exercises and a more formal peer evaluation survey. The criteria for the peer evaluation will be discussed in class and posted on Blackboard.

The final grade for this project is based upon all four components - project outline, project paper, presentation, and self/peer evaluation. The first three components will be evaluated according to quality of analysis, appropriate use of course concepts, logic and substantiation of conclusions, and clarity and appeal of your class presentation. I will determine your self and peer evaluation grade based on the thoughtful consideration of the information provided through your self and peer evaluations, in addition to my observations of the team’s working dynamics.

Further instructions and grading rubrics will be posted on Blackboard.

### **Course Requirements: Midterm and Final Exams**

**Progress Exam and Final Exam:** The exams will include short case-based essay questions and multiple-choice questions. Refer to the exam study guide that is posted on Blackboard for information on the format of the questions, topics covered, and a sample question. The midterm exam will take place in Week 7. Make-up progress exams will not be permitted.

The final exam will take place on the date and time assigned based on the University final examination schedule. If you have another final exam scheduled for the same time as the final exam for this course, you must let your Professor know about the conflict at least 2 weeks prior to the final exam.

*Weekly Class Schedule begins on next page  
It is also available as a separate document on Blackboard*

Theme	Week	Date	Topics	Reading/Pework	Deliverables & Due Dates
Individual	1	Tues 1/8/19	Welcome and Introduction to the course	<b>TEXTBOOK READING:</b> Chapter 1 <b>ARES READING:</b> Vermeulen, F. (2013). Beware the Sirens of Management Pseudo Science. Pfeffer, J. & Sutton, R. (2011). Trust the Evidence, Not Your Instincts <b>OTHER:</b> Watch the <i>USC-CT</i> and <i>Case Analysis</i> videos at <a href="http://info.marshall.usc.edu/faculty/critthink/Pages/default.aspx">http://info.marshall.usc.edu/faculty/critthink/Pages/default.aspx</a>	Bring laptop to class.  Please complete readings, assessments and any other prework BEFORE coming to class in order for us to have more active discussions. This will also be helpful preparation for any in-class exercises.
		Thurs 1/10/19	Values, Attitudes & Ethics	<b>TEXTBOOK:</b> Chapter 2 <b>ARES READING:</b> Park, N. & Peterson, C. (2009) Character Strengths: Research and Practice Ensure you are signed up for Connect online. Access code comes with your textbook; Section URL posted on Blackboard, shown in Class 1 lecture, and emailed to you.	Bring laptop to class, so that you can complete the VIA survey during class Overview of the team project given today, so you can start thinking about a company for field work.
	2	Tues 1/15/19	Motivation Exercise Meet in the ELC	<b>TEXTBOOK READING:</b> Chapter 5 <b>ARES READING:</b> Kerr, S. (1995). On the folly of rewarding A, while hoping for B Staw, B. (1995). The self-perception of motivation Pfeffer, J. (1998). Six dangerous myths about pay. <b>ASSESSMENTS:</b> Self Assessment 5.1: Assessing Your Acquired Needs on Connect O*NET Interest Profiler - <a href="https://www.onetcenter.org/IP.html">https://www.onetcenter.org/IP.html</a> .	Bring assessment results to the ELC.
		Thurs 1/17/19	Motivation	<b>TEXTBOOK READING:</b> Chapter 6 <b>CASE COURSEPACK:</b> Engstrom Auto Mirror Plant	Bring laptop to class.
	3	Tues 1/22/19	NO CLASS - HOLIDAY	Martin Luther King's Birthday - No Mon or Tues sessions	
		Thurs 1/24/19	Perception & Decision Making	<b>TEXTBOOK READING:</b> Chapter 11 <b>CASE COURSEPACK:</b> Trust the Algorithm or Your Gut <b>ASSESSMENT (on Connect):</b> Self-Assessment 11.2: What is my decision making style?	Teams may be assigned this week. Please do not miss class session.
		4	Tues 1/29/19	In-class Exercise	Decision-making exercise

		Thurs 1/31/19	Power, Politics & Influence	<p><b>TEXTBOOK READING:</b> Chapter 12</p> <p><b>ARES READING:</b> Conger, J. (1998). The necessary art of persuasion. Cialdini, R. (2001). Harnessing the science of persuasion.</p> <p><b>CASE COURSEPACK:</b> Thomas Green: Power, Office Politics and a Career in Crisis</p> <p><b>ASSESSMENTS (on Connect):</b> Self-Assessment 12.1: What kind of power do I prefer? Self-Assessment 12.2: What influence tactics do I use?</p>	
	5	Tues 2/5/19	Teaming Exercise Meet in the ELC	<b>OPTIONAL TEXTBOOK READING:</b> Chapter 8	
Groups & Teams		Thurs 2/7/19	In-class Exercise	Power, influence, communication, and conflict exercise	
	6	Tues 2/12/19	Communication & Conflict	<p><b>TEXTBOOK READING:</b> Chapters 9-10</p> <p><b>ARES READING:</b> Rutledge, J. (1996). The portrait on my office wall.</p> <p><b>ASSESSMENTS (on Connect):</b> Self-Assessment 10.5: Preferred Conflict Handling Style</p>	Reflection Paper due on Teaming Exercise on Sunday 2/10 by 11:59 pm via Blackboard
		Thurs 2/14/19	Negotiation	Negotiation exercise (distributed in class)	
	7	Tues 2/19/19	NO CLASS	President's Day - No Mon or Tues sessions	
		Thurs 2/21/19	<b>MIDTERM</b>	Exams take place on Wednesday and Thursday	<b>MIDTERM</b>
	8	Tues 2/26/19	Building Effective Teams	<p><b>TEXTBOOK READING:</b> Chapter 8</p> <p><b>ARES READING:</b> Coutu, D. (2009). Why teams don't work. Duhigg, C. (2016). What Google Learned from its Quest to Build the Perfect Team.</p> <p><b>WATCH VIDEO:</b> HBR Video: Teamwork on the Fly (2:31) <a href="https://hbr.org/video/2226849431001/teamwork-on-the-fly">https://hbr.org/video/2226849431001/teamwork-on-the-fly</a></p> <p><b>ASSESSMENT (on Connect):</b> Self-Assessment 8.1: Group and Team Role Preference Scale</p>	In-class Team Huddle: Team Process Worksheet
	Thurs 2/28/19	Team Performance	<p><b>WATCH VIDEO:</b> YouTube Video: Five Dysfunctions of a Team (36:11) <a href="https://www.youtube.com/watch?v=O5EQW026aIY">https://www.youtube.com/watch?v=O5EQW026aIY</a></p> <p><b>CASE COURSEPACK:</b> Army Crew Team</p>	Project outline due Sunday 3/3 by 11:59 pm via Blackboard	



	9	Tues 3/5/19	Virtual Teams	<b>ARES READING:</b> Ferrazzi, K. (2013). Getting virtual teams right. <b>VIRTUAL TEAM MEETING (1 hour):</b> Hold one team meeting virtually, take notes on experience.	Bring notes from hour-long virtual team meeting to class.
		Thurs 3/7/19	Cross-cultural Teams	<b>ARES READING:</b> Early, P.C. & Mosakowski, E. (2004). Cultural Intelligence. Meyer, E. 2014, Navigating the Cultural Minefield.	Project Outline - Self & Peer Evaluation ( <i>Ungraded</i> )
	10	3/11/19 - 3/15/19	NO CLASS	Spring Recess - No sessions this week	
	11	Tues 3/19/19	Diversity & Inclusion	<b>TEXTBOOK READING:</b> Chapter 4 <b>LISTEN TO PODCAST:</b> Knowledge@Wharton podcast: How Diversity Powers Team Performance by Scott Page <a href="http://knowledge.wharton.upenn.edu/article/great-teams-diversity/">http://knowledge.wharton.upenn.edu/article/great-teams-diversity/</a> <b>CASE COURSEPACK:</b> Managing Diversity and Inclusion at Yelp	
		Thurs 3/21/19	Networking	<b>ARES READING:</b> Baker, W. (2000). What is Social Capital and Why Should I Care About It? <b>ASSESSMENT:</b> Network Assessment at <a href="http://www.gleam.org">www.gleam.org</a> <b>CASE COURSEPACK:</b> Thomas Green (review)	Team Huddle: Team Process Worksheet Revisited
	12	Tues 3/26/19	Creativity	<b>TEXTBOOK READING:</b> Chapter 11, pp. 450-453 <b>ARES READING:</b> Chamorro-Premuzic, T. (2015). Why Brainstorming Works Better Online.	OB in the Real World due Monday 3/25 by 11:59pm via Blackboard.
Thurs 3/28/19		Organizational DNA: Structure & Culture	<b>TEXTBOOK READING:</b> Chapter 14 (skip 4.5) & Chapter 15 <b>ARES READING:</b> Mercer Delta Consulting. The Congruence Model: A Roadmap for Understanding Organizational Performance. <b>CASE COURSEPACK:</b> Tony Hsieh at Zappos: Structure, Culture and Radical Change	In-class Team Huddle: Map Your Organization's Structure & Culture	
<b>Organizations</b>					

	13	Tues 4/2/19	Organizational Change	<p><b>TEXTBOOK READING:</b> Chapter 16</p> <p><b>ARES READING:</b> Cummings, T. (1995). From Programmed Change to Self-Design: Learning How to Change Organizations.</p> <p><b>ASSESSMENTS (on Connect):</b> Self-Assessment 16.2: What is Your Readiness for Change? Self-Assessment 16.3: Assessing Your Resistance to Change</p> <p><b>CASE COURSEPACK:</b> Tony Hsieh at Zappos (continued)</p>	
		Thurs 4/4/19	In-class Activity: Omega Exercise	<p><b>VIDEO ASSIGNMENT:</b> Complete the video interviews of the Omega executives PRIOR to class using the following link: <a href="http://elcserver.marshall.usc.edu/omega/">elcserver.marshall.usc.edu/omega/</a>. Please be aware that this link is only active through USC computers or using VPN to access the USC network. Instructions for accessing VPN are on Blackboard.</p>	Prior to class, assign all team members to interview several of the 9 Omega Systems executives. Have at least 2 people interview the same executive so you don't miss details. And, make assignments so that every executive is interviewed. Bring your interview notes to class.
	14	Tues 4/9/19	Organization Exercise Meet in the ELC	Class meets in the ELC	Project paper due Tuesday 4/9 by 11:59 pm via Blackboard
Integration & Wrap-Up		Thurs 4/11/19	Presentations	Project team presentations	
	15	Tues 4/16/19	Presentations	Project team presentations	
		Thurs 4/18/19	Presentations	Project team presentations	
	16	Tues 4/23/19	Personal Leadership Plan	<b>TEXTBOOK READING:</b> Chapter 13	Project Self & Peer Evaluations due by 11:59 pm on Tues 4/23 (Qualtrics)
		Thurs 4/25/19	Final Review	Bring questions for review Course evaluations will be completed in class	Personal Reflection Paper due Fri 4/26 by 11:59 pm via Blackboard
<b>Final Exam</b>	17-18	5/1/19 - 5/8/19	<b>FINAL EXAM</b>	Section 14732 (10am) – Final will be 5/7 @ 11am Section 14733 (12pm) – Final will be 5/8 @ 2pm	Bring two #2 pencils. Professor will provide the scantrons.

## **Additional Information**

### **USC Marshall Critical Thinking Initiative**

The USC Marshall Critical Thinking Initiative is a school-wide effort to improve your critical thinking skills in order to be more successful problem solvers in class and in the workplace. This means that you will engage in a variety of learning activities in your courses which are aimed at developing and applying your critical thinking skills in a disciplined manner so that you can outperform others to get your desired job and to further excel in your career. Your ability to think critically is an important part of the evaluation/grading process in this course. The centerpiece of Marshall's critical thinking knowledge is a website that contains instructional materials and videos. We utilize these resources to prepare you to do the case analysis assignments as noted in Course Materials. Website:

<http://info.marshall.usc.edu/faculty/critthink/Pages/default.aspx>

### **Academic Integrity & Conduct**

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, ([www.usc.edu/scampus](http://www.usc.edu/scampus)) contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

Should there be any suspicion of academic dishonesty, students will be referred to the Office of Student Judicial Affairs and Community Standards for further review. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. The use of unauthorized material or technology, 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 course work is unacceptable and will be treated accordingly. Other integrity violations include handing in someone else's homework assignment for them when they did not attend class, or claiming credit for words or thoughts that are not your own, which includes having your name appear on a team project/paper when you did not fully participate in completion of the project/paper. These actions will have significant impact such as failing the course. Not only is it your responsibility to abide by these standards, it is also your responsibility to notify the instructor if you observe any violations of academic integrity in this course.

You are expected to familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, "Behavior Violating University Standards" <https://policy.usc.edu/scampus-part-b/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

## **Student Support Systems**

*Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call*

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

<https://engemannshc.usc.edu/counseling/>

*National Suicide Prevention Lifeline - 1-800-273-8255*

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. <http://www.suicidepreventionlifeline.org>

*Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call*

Free and confidential therapy services, workshops, and training for situations related to gender-

based harm. <https://engemannshc.usc.edu/rsvp/>

*Sexual Assault Resource Center*

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: <http://sarc.usc.edu/>

*Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086*

Works with faculty, staff, visitors, applicants, and students around issues of protected class.

<https://equity.usc.edu/>

*Bias Assessment Response and Support*

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. <https://studentaffairs.usc.edu/bias-assessment-response-support/>

*The Office of Disability Services and Programs*

Provides certification for students with disabilities and helps arrange relevant accommodations.

<dsp.usc.edu>

*Student Support & Advocacy – (213) 821-4710*

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. <https://studentaffairs.usc.edu/ssa/>

*Diversity at USC – <https://diversity.usc.edu/>*

Tabs for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

*USC Emergency Information*

Provides safety and other updates, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible. [emergency.usc.edu](https://emergency.usc.edu)

*USC Department of Public Safety – UPC: (213) 740-4321 – HSC: (323) 442-1000 – 24-hour emergency or to report a crime.*

Provides overall safety to USC community. [dps.usc.edu](https://dps.usc.edu)

### **Students with Disabilities**

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs ([www.usc.edu/disability](http://www.usc.edu/disability)). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: [ability@usc.edu](mailto:ability@usc.edu). Please be sure the letter is delivered to your Professor as early in the semester as possible.

### **Retention of Graded Coursework**

Final exams and all other graded work, which affects the course grade, will be retained for one year after the end of the course *if* the graded work has not been returned to the student (i.e., if we returned a graded paper to you, it is your responsibility to file it, not ours). We recommend that you keep returned work in a folder or other safe place in the event you need to reference it.

### **Emergency Preparedness/Course Continuity**

In case of a declared emergency if travel to campus is not feasible, the *USC Emergency Information* web site (<http://emergency.usc.edu/>) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC's Blackboard learning management system ([blackboard.usc.edu](http://blackboard.usc.edu)), teleconferencing, and other technologies.

Appendix A.



**Undergraduate Program Learning Goals and Objectives**  
**BUAD 304 Coverage of Learning Goals**

<p><b>Learning goal 1: Our graduates will demonstrate critical thinking skills so as to become future-oriented problem solvers, innovators and decision makers in diverse and rapidly changing business environments.</b></p> <ul style="list-style-type: none"> <li>• Students will demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an implementation plan that considers future contingencies</li> <li>• Students will demonstrate the ability to be accurate, clear, expansive (thorough, detailed) and fair-minded in their thinking</li> <li>• Students will critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world</li> <li>• Students will be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems</li> <li>• Students will understand the concepts of critical thinking, entrepreneurial thinking and creative thinking as drivers of innovative ideas</li> </ul>	<p><b><u>High</u></b></p>
<p><b>Learning Goal 2: Our graduates will develop people and leadership skills to promote their effectiveness as business managers and leaders in the 21<sup>st</sup> century's evolving work and organizational structures.</b></p> <ul style="list-style-type: none"> <li>• Students will recognize, understand and analyze the roles, responsibilities and behaviors of effective managers and leaders in diverse business contexts e.g., functionally diverse, culturally diverse, geographically diverse, etc.</li> <li>• Students will understand factors that contribute to effective teamwork including how to elicit, manage and leverage diverse perspectives and competencies.</li> </ul> <p>Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors)</p>	<p><b><u>High</u></b></p>
<p><b>Learning Goal 3: Our graduates will be effective communicators to facilitate information flow in organizational, social, and intercultural contexts.</b></p> <ul style="list-style-type: none"> <li>• Students will identify and assess diverse personal and organizational communication goals and audience information needs</li> <li>• Students will demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts</li> <li>• Students will understand individual and group communications patterns and dynamics in organizations and other professional contexts</li> </ul>	<p><b><u>Medium</u></b></p>

<p><b>Learning goal 4: Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society.</b></p> <ul style="list-style-type: none"> <li>• Students will recognize ethical challenges in business situations and assess appropriate courses of action</li> </ul> <p>Students will understand professional codes of conduct</p>	<b><u>High</u></b>
<p><b>Learning goal 5: Our graduates will develop a global business perspective. They will understand how local, regional, and international markets, and economic, social and cultural issues impact business decisions so as to anticipate new opportunities in any marketplace.</b></p> <ul style="list-style-type: none"> <li>• Students will understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world</li> </ul> <p>Students will understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.</p>	<b><u>Medium</u></b>
<p><b>Learning goal 6: Our graduates will understand types of markets and key business areas and their interaction to effectively manage different types of enterprises.</b></p> <ul style="list-style-type: none"> <li>• Students will demonstrate foundational knowledge of core business disciplines, including business analytics and business economics</li> <li>• Students will understand the interrelationships between functional areas of business so as to develop a general perspective on business management</li> <li>• Students will apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets)</li> </ul> <p>Students will be able to use technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices</p>	<b><u>Low</u></b>

last update 12/21/17

## Appendix B.

### How to Access ARES Course Reader

**Automated Reserves System (ARES)** manages course reserves including electronic reserves and physical reserve requests. Maintained and operated by the **Integrated Document Delivery (IDD)** department, the ARES database differs from Blackboard as it is supported by USC Libraries staff to manage physical and electronic reserve requests obtainable and available from library resources.

You can access ARES at: <https://reserves.usc.edu>

Students can find a quick introduction and guide on how to add courses to their ARES profile at:

<http://libguides.usc.edu/distancelearning/course reserves>

You will be able to search courses by name. Use the name for the course not the specific section (e.g., BUAD 304 Spring 2019, All Sections) There will be 23 items in the reserves. Do NOT to use professor name to search.

### How to Access Harvard Business Review Articles on ARES

When you click on the link in ARES for Harvard Business Review articles, it will take you to this page. You want to select EBSCOhost Business Source Complete. There are only a few steps but if you find yourself getting frustrated, remember this is saving you about \$120! Plus this is an important research skill.

The screenshot shows a web browser window with multiple tabs. The active tab is titled "Harvard business review". The address bar shows the URL: [https://usc-primo.hosted.exlibrisgroup.com/primo-explorer/fulldisplay?vid=01USC&search\\_scope=USC\\_ALMA&tab=usc\\_alma&docid=01USC\\_ALMA51608512350003731&lang=en\\_US&context=L](https://usc-primo.hosted.exlibrisgroup.com/primo-explorer/fulldisplay?vid=01USC&search_scope=USC_ALMA&tab=usc_alma&docid=01USC_ALMA51608512350003731&lang=en_US&context=L). The page content includes a sidebar with navigation options (TOP, SEND TO, VIEW IT, DETAILS, LINKS, AVAILABILITY) and a main area with a "Send to" section containing icons for E-MAIL, CITATION, PERMALINK, REFERENCES, ENDNOTE, EXPORT RIS, and PRINT. Below this is a "View it" section with a list of online access options. A black arrow points to the first option: "Online access at: [EBSCOhost Business Source Complete](#) [external link icon] Available from 1922". Other options include "Gale Biography In Context" (available 1997-2000), "Gale Cengage Academic OneFile" (available 1997-2000), and "Gale Cengage Business Insights: Essentials" (available 1997-2000). A "Need Help? Report a Problem" link is also visible. The bottom of the page shows a "Details" section with metadata for the Harvard business review, including title, variant title, subjects, genre/form, publisher, creation date, format, and language.



The following page will appear. You will need to select the Year, Volume and Date for the article. This is included in the syllabus and on the Master Reading Reference List posted in Blackboard.

The screenshot shows the Harvard Business Review website. On the left, there are 'Publication Details For "Harvard Business Review"' including title, ISSN, publisher information, and bibliographic records. On the right, there is a vertical list of issues from 1996 to 2018. A large black arrow points to the entry 'Vol. 76 Issue 6 - Nov/Dec/98'.

This will take you to the online issue where you will find the article. You may need to scroll down to find the article you are looking for as shown below.

## LANDING PAGE:

The screenshot shows a search results page from a library database. The search criteria are 'JN "Harvard Business Review" AND DT 19980501'. The results are numbered 1 through 3:

- 1. Think Again.** By Stone, Nan. *Harvard Business Review* May/Jun/96, Vol. 76 Issue 3, p6-6, 1p. Abstract: The article presents a preface for various articles published within the issue, highlighting the common theme of profit pools. [PDF Full Text \(635KB\)](#) [Find it @ USC](#)
- 2. BRIEFINGS FROM THE EDITORS.** By Evans, Andrea, Gifford Jr., Dun, Caffe, Sarah, Landry, John T., Couto, Diane L. *Harvard Business Review* May/Jun/96, Vol. 76 Issue 3, p12-21, 6p. 5 Color Photographs. Abstract: The article presents updates on research related to business in the U.S. as of May 1996. In the field of marketing research, researchers Vicki Horowitz, Joel Shleifer and Anok Gupta examined the role of consumers' purchase intentions in predicting subsequent sales. They found that consumers are not reliable predictors of their own purchasing behavior and that purchase intention surveys are more effective in predicting sales of existing products. In the field of finance, researcher Craig Dunbar revealed the disadvantage of stock splits. The study revealed that stock splits generate poor returns in the succeeding years. (AN: 544477) [HTML Full Text](#) [PDF Full Text \(3.7MB\)](#) [Find it @ USC](#)
- 3. DOES THIS COMPANY NEED A UNION?** By von Hoffman, Constantine, Schuman, Susan, Masters, Marck F., Alkin, Robert S., Blanchard, Jacqueline M., Feil, Fern. *Harvard Business Review* May/Jun/96, Vol. 76 Issue 3, p24-29, 6p. 1 Color Photograph, 5 Black and White Photographs. Abstract: He doubt about it, the top managers in the fortress case study agree, Wellington Associates is a great place to work. Analysts at the high-tech consulting firm enjoy some of the best pay in the industry. And their benefits are extensive: flex time, liberal educational opportunities, comprehensive medical and dental coverage, generous vacation leave, and even on-site day care. So it came as something of a shock to CEO Jane Wellington and her top executives when HR chief Edwin Coakak started out the weekly senior-management meeting by declaring that the United Office Workers Union had begun organizing the support staff. Turns out, Coakak explained, that the company loses very different from the support staff's point of view. Although their starting salaries are indeed competitive, raises average a mere 2% to 3%, and promotions to professional ranks are rare. Medical and dental coverage take a greater chunk out of clerical pay than out of the larger professional salaries, and the cost of the day care center is pretty much out of reach for the support staff. Flextime is impractical for workers who need to be in the office to answer phones and to file papers. Worse, the support staff is expected to accommodate the analyst's flexible schedules. If an analyst decides to work late to finish a project, the secretary has to stay as well. What to do? Suggestions ranged from "the firm" to "say nothing before calling in legal counsel." Five commentators examine Wellington's options and its legal obligations. (ABSTRACT FROM AUTHOR) (AN: 544479) [HTML Full Text](#) [PDF Full Text \(5.8MB\)](#) [Find it @ USC](#)

## SCROLL DOWN TO FIND ARTICLE (if necessary):

6. **CREATING CORPORATE ADVANTAGE.**  
By: Collis, David J.; Montgomery, Cynthia A. *Harvard Business Review* May/Jun98, Vol 76 Issue 3, p70-83, 13p. 1 Color Photograph, 3 Black and White Photographs, 3 Diagrams. Abstract: What differentiates truly great corporate strategies from the merely adequate? How can executives at the corporate level create tangible advantage for their businesses that makes the whole more than the sum of the parts? This article presents a comprehensive framework for value creation in the multibusiness company. It addresses the most fundamental questions of corporate strategy: What businesses should a company be in? How should it coordinate activities across businesses? What role should the corporate office play? How should the corporation measure and control performance? Through detailed case studies of Tyco International, Sharp, the Newell Company, and Saatchi and Saatchi, the authors demonstrate that the answers to all those questions are driven largely by the nature of a company's special resources—its assets, skills, and capabilities. These range along a continuum from the highly specialized at one end to the very general at the other. A corporation's location on the continuum constrains the set of businesses it should compete in and limits its choices about the design of its organization. Applying the framework, the authors point out the common mistakes that result from misaligned corporate strategies. Companies mistakenly enter businesses based on similarities in products rather than the resources that contribute to competitive advantage in each business. Instead of tailoring organizational structures and systems to the needs of a particular strategy, they create plan-vanilla corporate offices and infrastructures. The company examples demonstrate that one size does not fit all. One can find great corporate strategies all along the continuum. INSETS: Relationship to about resources, not products; Should corporate resources be shared or transferred? Financial versus operating control. [ABSTRACT FROM AUTHOR] (AN: 547726)  
**Subjects:** Business planning; Strategic planning; Corporate growth; Conglomerate corporations; Financial performance; Economic value added (Corporations); Competitive advantage in business; Tyco International Ltd.; Newell Co.; Sharp Corp.; Offices of Other Holding Companies  
Times Cited in this Database: (15)  
[PDF Full Text](#) (8MB) [Find it @ USC](#)

7. **THE NECESSARY ART OF PERSUASION.**  
By: Conger, Jay A. *Harvard Business Review* May/Jun98, Vol 76 Issue 3, p64-95, 12p. 2 Color Photographs. Abstract: Business today is largely run by teams and populated by authority-averse baby boomers and Generation Xers. That makes persuasion more important than ever as a managerial tool. But contrary to popular belief, the author asserts, persuasion is not the same as selling an idea or convincing opponents to see things your way. It is instead a process of learning from others and negotiating a shared solution. To that end, persuasion consists of four essential elements: establishing credibility, framing to find common ground, providing vivid evidence, and connecting emotionally. Credibility grows, the author says, out of two sources: expertise and relationships. The former is a function of product or process knowledge and the latter a history of listening to and working in the best interest of others. But even if a persuader's credibility is high, his position must make sense—even more, it must appeal—to the audience. Therefore, a persuader must frame his position to illuminate its benefits to everyone who will feel its impact. Persuasion then becomes a matter of presenting evidence—but not just ordinary charts and spreadsheets. The author says the most effective persuaders use well-earned over-the-top stories, metaphors, and examples to make their positions come alive. Finally, good persuaders have the ability to accurately sense and respond to their audience's emotional state. Sometimes, that means they have to suppress their own emotions; at other times, they must attend them. Persuasion can be a force for enormous good in an organization, but people must understand it for what it is: an often painstaking process that requires insight, planning, and compromise. INSETS: Twelve years of watching and listening; Four ways not to persuade. [ABSTRACT FROM AUTHOR] (AN: 547742)  
**Subjects:** Executive ability (Management); Management styles; Negotiation; Selling; Organizational learning; Cross-functional teams; Corporate culture; Employee motivation; Industrial psychology; Persuasion (Psychology); Applied psychology  
Times Cited in this Database: (15)  
[PDF Full Text](#) (8.1MB) [Find it @ USC](#)

8. **EMPOWERMENT: THE EMPEROR'S NEW CLOTHES.**  
By: Argyris, Chris. *Harvard Business Review* May/Jun98, Vol 76 Issue 3, p98-105, 8p. 2 Color Photographs. Abstract: Everyone talks about empowerment, but it's not working. CEOs subtly undermine empowerment. Employees are often unprepared or unwilling to assume the new responsibilities it entails. Even change professionals stifle it. When empowerment is used as the ultimate criteria of success in organizations, it covers up many of the deeper problems that they must overcome. To understand this apparent contradiction, the author explores two kinds of commitment: external and internal. External commitment—or contractual compliance—is what employees display when they have little control over their destinies and are accustomed to working under the command-and-control model. Internal commitment occurs when employees are committed to a particular project, person, or program for their own individual reasons or motivations. Internal commitment is very closely allied with empowerment. The problem with change programs designed to encourage empowerment is that they actually end up creating more external than internal commitment. One reason is that these programs are rife with inner contradictions and send out mixed messages like "do your own thing—the way we tell you." The result is that employees feel little responsibility for the change program, and people throughout the organization feel less empowered. What can be done? Companies would do well to recognize potential inconsistencies in their change programs; to understand that empowerment has its limits; to establish working conditions that encourage employees' internal commitment; and to realize that morale and eyes empowerment are contradictory criteria in organizations. The ultimate goal is performance. [ABSTRACT FROM AUTHOR] (AN: 547747)

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