

**BUAD 304: Organizational Behavior  
and Leadership**  
**Syllabus Spring 2022**

**Section 14722 - 4 Units**

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Professor Thomas G. Cummings

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Student Hours: Anytime you would like to meet, email me to set up a campus or Zoom meeting

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**Course Description**

**Organizational behavior** addresses the human side 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** guides and influences others to engage in these collective endeavors.

BUAD 304 therefore has a dual focus on helping you: 1) learn evidence-based knowledge from the field of organizational behavior in order to identify and apply best organizational practices for leading teams and organizations, and 2) develop the interpersonal skills required to lead diverse groups and organizations effectively.

This combined focus on organizational knowledge and leadership behaviors will enable you to use 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. Organizations place a high value on these leadership skills, so learning them will enable you to excel in today's dynamic, competitive, and global marketplace.

**Course Learning Objectives**

After successfully completing BUAD 304, you will 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 relationship between the course learning goals and the Marshall School of Business' undergraduate business program learning goals is described in Appendix A.

## Our Inclusive Learning Community

Our USC Principles of Community state “USC is a multicultural community of people from diverse racial, ethnic, gender, and class backgrounds, national origins, faith backgrounds, political beliefs, abilities, and sexual orientations. Our activities, programs, classes, workshops, lectures, and everyday interactions are enriched by our acceptance of one another, and we strive to learn from each other in an atmosphere of positive engagement and mutual respect.”

<https://diversity.usc.edu/usc-principles-of-community/>

As Trojans, we understand the value of the perspectives of individuals from all backgrounds that reflect the rich diversity of our USC community and beyond. The study of organizational behavior and leadership requires us to recognize how diversity, equity and inclusion is not only the ethical approach, but also creates a competitive advantage for organizations. Together, we will strive to make this classroom a psychologically safe and inclusive environment for all of us to develop and practice inclusive behaviors. As such, we will:

- Respect the dignity and essential work of all individuals,
- Promote a culture of respect within the university community,
- Respect the privacy, property, and freedom of others,
- Reject bigotry, discrimination, violence or intimidation of any kind,
- Practice personal and academic integrity and expect it of others, and
- Promote the diversity of opinions, ideas and backgrounds which is the lifeblood of the university.

If you see ways I can improve, please let me know.

## Course Materials

You need the following resources for this course.

(1) Textbook & Connect/LearnSmart You will need the ONLINE version of Organizational Behavior: A Practical, Problem-Solving Approach 3<sup>rd</sup> edition by Angelo Kinicki. 2021. McGraw Hill.

I recommend that you purchase the textbook and Connect directly from the publisher, McGraw Hill through our Blackboard course site. The price for the e-book and Connect will be \$80 - a significant discount. **IF** the price shows \$90, then the McGraw Hill website is not updated yet. The publisher’s rep has assured me that the price will be adjusted this week. So you can either check later in the week, or sign on for a two-week Courtesy Temporary Access (free). Then purchase full access once we know the correct price is set.

To purchase the required ONLINE version of our textbook via Blackboard, *Organizational Behavior: A Practical, Problem-Solving Approach*, 3rd edition by Angelo Kinicki (2021) follow these instructions to register directly with McGraw Hill.

1. Sign into our course Blackboard site (blackboard.usc.edu)
2. Go to our BUAD 304 Organizational Behavior and Leadership class page.
3. Select Tools from the left column menu.
4. Click on the McGraw Hill Higher Education link from the list.
5. Below “My Connect Section”, click Go to My Connect Section.

6. Follow the onscreen instructions to register.

(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 for Spring 2021. Instructions for how to download the articles in Appendix B and posted on Blackboard.

(3) Case Reader: BUAD 304 Spring Organizational Behavior & Leadership Coursepack available for purchase (\$21.25) at <https://hbsp.harvard.edu/import/896670> If the link doesn't work, cut & paste into your browser.

### 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. You will want to watch these before completing the first case analysis memo. <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

All course information is 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>Individual Assignments</b>	<b>15%</b>
<i>Case Analysis Assignment(s)</i>	5
<i>Personal Reflection Paper</i>	10
<b>Team Project</b>	<b>30%</b>
<i>Proposal</i>	3
<i>Paper</i>	20
<i>Presentation</i>	5
<i>Self &amp; Peer Evaluation</i>	2
<b>Exams</b>	<b>40%</b>
<i>Midterm Exam</i>	15
<i>Final Exam</i>	25
<b>Participation</b>	<b>15%</b>
<i>Active Class Participation</i>	13
<i>Research studies</i>	2
<b>TOTAL</b>	<b>100%</b>

## **Review of Grades and Final Grades**

Feedback and reflection are critical to learning. I am pleased to discuss how you are performing on assignments or in-class participation to help you improve. You can contact me within a week of when an assignment is returned to discuss and clarify feedback comments, which I assume you have read and reflected on first. In the event that assignments or exam questions are graded by a teaching assistant, you will meet with them first since they will be in the best position to provide useful feedback. You then can meet with me if you have any additional questions or concerns.

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: Individual Assignments**

**Case Analysis Assignments:** This portion of your grade is based on timely and complete submission of homework that helps you review and apply course concepts while practicing critical thinking skills. You are required to complete a Case Analysis Memo for each of 5 case studies that are listed in the course syllabus. You will learn more about this in class and instructions and grading rubric will be posted on Blackboard.

**Personal Reflection Paper:** You will write a personal reflection paper that describes what you have learned about yourself, the “instrument of leadership,” in this course. You will draw on your personal experience in the classroom, on your project team, doing ELC exercises, and taking self-assessments. You will be assessed on thoughtful writing and reflection, making an insightful connection between your experience and what you have learned about leadership, and what leadership skills you need to develop further going forward. Instructions and a grading rubric will be posted on Blackboard.

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

You will work together as an intact project 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 leader in business and society today. The aims of the Team Project are to (1) enrich your understanding of organizations and leadership; (2) provide you with an opportunity to apply what you have learned in the course; (3) assess your ability to define and analyze an organization or organizations and come to insightful conclusions and (4) 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 different companies have addressed and/or experienced the issue. You will make recommendations and/or identify best practices based on your study using archival sources (i.e. library research).

Your "deliverable" for the Team Project has four components. Submitted assignments should use 12-point, Times-Roman font, double spaced, 1-inch margins on all sides.

- 1) Project proposal: A one-page memo
- 2) Project paper: An 8-10 page analytical paper
- 3) In-class presentation: A 15-minute presentation, 5 minutes for Q&A
- 4) Self & peer evaluation feedback (online assessment 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 the Team Project is based on all four components: project proposal, project paper, presentation, and self/peer evaluation. The Team Project 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. Further instructions and grading rubrics will be posted on Blackboard.

Grades for individual student contributions to team projects are **assigned by me**, based on my observations of the team's working dynamics, my assessment of the team project quality, and thoughtful consideration of the information provided through your peer evaluations.

### **Course Requirements: Exams**

**Midterm 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.

The final exam will take place on the date and time assigned 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 me know about the conflict at least 2 weeks prior to the final exam.

If you need DSP accommodations for the exams, please notify me early in the semester so I can make the necessary arrangements.

## **Course Requirements: Participation**

**Class Participation:** This part of your grade will be based on consistent and effective contributions to class discussions and activities. 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.

Our learning community operates in an environment of openness, respect, encouragement and engagement. Discussions will be richer if you share your unique perspective. There is rarely one right answer in organizational behavior. It may take courage, patience, or imagination to engage with the course material, our classmates, and our experiences. Our classroom will be a psychologically safe space where we can all learn together and benefit from the diversity that leads to increased innovation, better problem solving, and development of leadership skills.

**Research Studies Participation:** This part of your participation grade is based on your involvement in research activities. The purpose of this research requirement is to expose you to how the scientific process works and to provide you with an opportunity to contribute to science and research. There are **two components** to the research participation requirement. You must complete both components in order to fulfill your research requirement.

### **1. Participate in Lab Studies**

To do this, you will participate in studies outside of class (online), conducted by researchers in MOR at the Marshall School of Business. You will earn 0.5 or 1.0 credit for each separate study you complete. The amount of credit earned depends upon the length and complexity of the research study; most studies take no longer than one hour to complete.

You will need to obtain **2.0 credits** during the semester in order to fulfill this component of the research requirement. Students must be age 18 or older by Sunday, March 6<sup>th</sup>, 2022 to participate in the research studies. If you will not be 18 by this date, please consult with your professor about an alternative assignment (details below).

**Register for a SONA account to Participate in Research Studies at this link:**

<http://marshall-mor.sona-systems.com/>.

### **Account Reactivation for Previous BUAD 304/497 Students:**

If you previously took BUAD 304/497 and you already have a SONA account, you will need to email the SONA administrator ([mor.sona@marshall.usc.edu](mailto:mor.sona@marshall.usc.edu)) in order to request account reactivation. Past credits earned CANNOT be used for current courses. If you see past credits appearing in your profile, you should notify the SONA administrator immediately.

**DEADLINE to Register: January 28, 2022.** Those who do not register for an account (or reactivate a pre-existing account) by this date will be required to complete the alternative assignment (details below).

**Participating in Research Studies:** After you verify your SONA account, you will need to check the SONA site regularly to find open studies and sign up to participate in them. Sometimes email announcements regarding new studies are sent out, but please do not rely on announcements alone.

Studies are scheduled throughout the semester at various days and times. For online studies, you must complete them in one sitting by the due date listed on the study webpage. Please remember to cancel 6 hours in advance if you cannot attend a study.

While there are usually enough studies to accommodate all students, you may wish to complete your credits early for your own peace of mind and to ensure you are able to obtain all the credits you need. You are not guaranteed enough study spots.

**Other Deadlines:**

- \* Friday, January 28, 2022 – Must register/reactivate a SONA account by this date (this is also the last day to add/drop a class in the Spring 2022 term)
- \* Friday, March 4, 2022– Students must be age 18 or older by this date to participate
- \* Friday, March 11, 2022 – To receive full participation credits, you must complete a study by this date
- \* Friday, April 29, 2022 (the last day of Spring 2022 classes) - Final credits can be earned any time by this date
- \* Friday, April 29, 2022 (the last day of Spring 2022 classes) - Optional Research Paper Due

**Note for Students Currently Enrolled in Marketing (MKT) BUAD 307:**

Please make sure you can visit the Marketing research study website that 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.

**Where to Direct Questions:** Please review the FAQs about Lab Studies for assistance. Additional questions regarding the completion of lab studies should be directed to the SONA administrator ([mor.sona@marshall.usc.edu](mailto:mor.sona@marshall.usc.edu)).

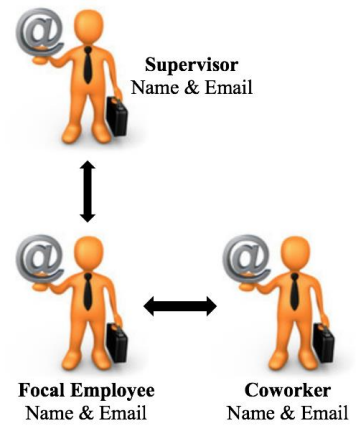
**2. Contribute to Field Studies**

To do this, you will need to identify a full-time employee who would be willing to fill out an online survey about his/her work experiences. This might be a parent or guardian, a family friend, or anyone else who is currently a full-time employee. This (focal) employee must have a coworker and a supervisor who would be willing to fill out an online survey as well. Please note that the coworker and supervisor should know the focal employee. You will need to submit the information of all **three employees**.

**Information Required:**

The employee who agrees to participate should provide you with the following information:

- His/her own name and e-mail address (**focal employee**).
- The name and e-mail address of a **coworker** of theirs who is willing to participate in a survey.



- The name and email address of a **supervisor** of theirs who is willing to participate in a survey.

**Submitting the Three Names and E-mail Addresses:**

You will receive an e-mail with a link to submit the names and e-mail addresses of the three people you have recruited to participate. We will then e-mail survey links directly to the three employees within the following few weeks.

**Deadlines:**

You will receive an e-mail with a link. Friday, February 4, 2022 is the deadline for using that link to submit the names and e-mail addresses of the three people you recruited. Once you submit valid and accurate names and e-mail addresses, your participation in this portion of the research requirement is complete. There is no need to follow-up with your contacts to see if they received a survey.

**Where to Direct Questions:** Please review the FAQs about Field Studies for assistance (see Appendix C). Additional questions regarding the field data studies should be directed to the USC Marshall MOR Research Team ([mor.research@usc.edu](mailto:mor.research@usc.edu)).

**Alternative assignment:**

If for any reason you do not wish to participate in the research requirements listed above, you can complete the research requirement of your participation grade by engaging in literature-based research on topics relevant to the course. To do so, you will need to write **three** short (3-page) research papers on topics pre-approved by me. See me for details. The deadline to submit papers is Friday, April 29, 2022 (last day of classes).

**Weekly Schedule**

*Weekly Class Schedule is available as a separate document on Blackboard  
which is easier to read*



## **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 ultimately 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 in the *SCampus* document online.

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: <https://sjacs.usc.edu/students/academic-integrity/>. 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. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, "Behavior Violating University Standards" [policy.usc.edu/scampus-part-b](http://policy.usc.edu/scampus-part-b). Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on [Research and Scholarship Misconduct](#).

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>.

### **Add/Drop Process**

Most Marshall classes are open enrollment (R-clearance) through the Add deadline. If there is an open seat, you can add the class using Web Registration. If the class is full, you will need to continue checking Web Registration or the *Schedule of Classes* (classes.usc.edu) to see if a space becomes available. Students who do not attend the first two class sessions (for classes that meet twice per week) or the first class meeting (for classes that meet once per week) may be dropped from the course. Therefore, let me know if you have any conflicts in Week 1 like visa or health issues so you aren't dropped. There are no formal wait lists for Marshall undergraduate courses, and professors cannot add students or increase the course capacity. If all sections of the course are full, you can add your name to an interest list by contacting the Office of Undergraduate Advising & Student Affairs; if new seats or sections are added, students on the interest list will be notified.

### **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.

### **Statement on Technology Use**

Please note that you will need to use your computer laptop or tablet for this course to log into Zoom and access other digital tools as instructed by your Professor. It is far more important to participate than to take detailed notes. Course PPT slides and Zoom recordings will be posted on Blackboard. After each class session, you may want to take some time to reflect on the learning experience and type up whatever notes seem useful. You should turn off your mobile phone and keep it off throughout the class session unless you are using it to access the class session. Participation/Contribution points will be deducted for students misusing technology during class. We invite you to “Be Here, Be Present!” to create an engaging learning community.

### **Religious/Cultural Observance**

Persons who have religious or cultural observances that coincide with class should let me know by email as soon as possible so we can make accommodations for any missed work or participation. I strongly encourage you to honor your cultural and religious holidays! However, if I do not hear from you before the holiday, I will assume that you plan to attend all class meetings.

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

In case of a declared emergency (i.e. earthquake or fire), 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), teleconferencing, and other technologies.

## **Student Well-being Support Systems**

*Counseling and Mental Health - (213) 740-9355 – 24/7 on call*

[studenthealth.usc.edu/counseling](http://studenthealth.usc.edu/counseling)

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

*National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call*

[suicidepreventionlifeline.org](http://suicidepreventionlifeline.org)

Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

*Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-9355(WELL), press "0" after hours – 24/7 on call*

[studenthealth.usc.edu/sexual-assault](http://studenthealth.usc.edu/sexual-assault)

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

*Office for Equity, Equal Opportunity, and Title IX (EEO-TIX) - (213) 740-5086*

[eotix.usc.edu](http://eotix.usc.edu)

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

*Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298*

[usc-advocate.symplicity.com/care\\_report](http://usc-advocate.symplicity.com/care_report)

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office for Equity, Equal Opportunity, and Title for appropriate investigation, supportive measures, and response.

*The Office of Student Accessibility Services (OSAS) - (213) 740-0776*

[osas.usc.edu](http://osas.usc.edu)

OSAS ensures equal access for students with disabilities through providing academic accommodations and auxiliary aids in accordance with federal laws and university policy.

*USC Campus Support and Intervention - (213) 821-4710*

[campussupport.usc.edu](http://campussupport.usc.edu)

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

*Diversity, Equity and Inclusion - (213) 740-2101*

[diversity.usc.edu](http://diversity.usc.edu)

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

*USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call*

[dps.usc.edu](http://dps.usc.edu), [emergency.usc.edu](http://emergency.usc.edu)

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

*USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call*

[dps.usc.edu](http://dps.usc.edu)

Non-emergency assistance or information.

*Office of the Ombuds - (213) 821-9556 (UPC) / (323-442-0382 (HSC)*

[ombuds.usc.edu](http://ombuds.usc.edu)

A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.

Occupational Therapy Faculty Practice - (323) 442-3340 or [otfp@med.usc.edu](mailto:otfp@med.usc.edu)  
[chan.usc.edu/otfp](http://chan.usc.edu/otfp)

Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.

### **Students and Disability Accommodations:**

USC welcomes students with disabilities into all of the University's educational programs. The Office of Student Accessibility Services (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at [osas.usc.edu](http://osas.usc.edu). You may contact OSAS at (213) 740-0776 or via email at [osasfrontdesk@usc.edu](mailto:osasfrontdesk@usc.edu).

## Appendix A

# USC Marshall

School of Business

### 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>	<u>High</u>
<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> <li>● Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors)</li> </ul>	<u>High</u>
<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>	<u>Medium</u>
<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> <li>● Students will understand professional codes of conduct</li> </ul>	<u>High</u>
<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>	<u>Medium</u>

**Learning goal 6: Our graduates will understand types of markets and key business areas and their interaction to effectively manage different types of enterprises.**

- Students will demonstrate foundational knowledge of core business disciplines, including business analytics and business economics
- Students will understand the interrelationships between functional areas of business so as to develop a general perspective on business management
- Students will apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets)
- Students will be able to use technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices

**Low**

## 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>

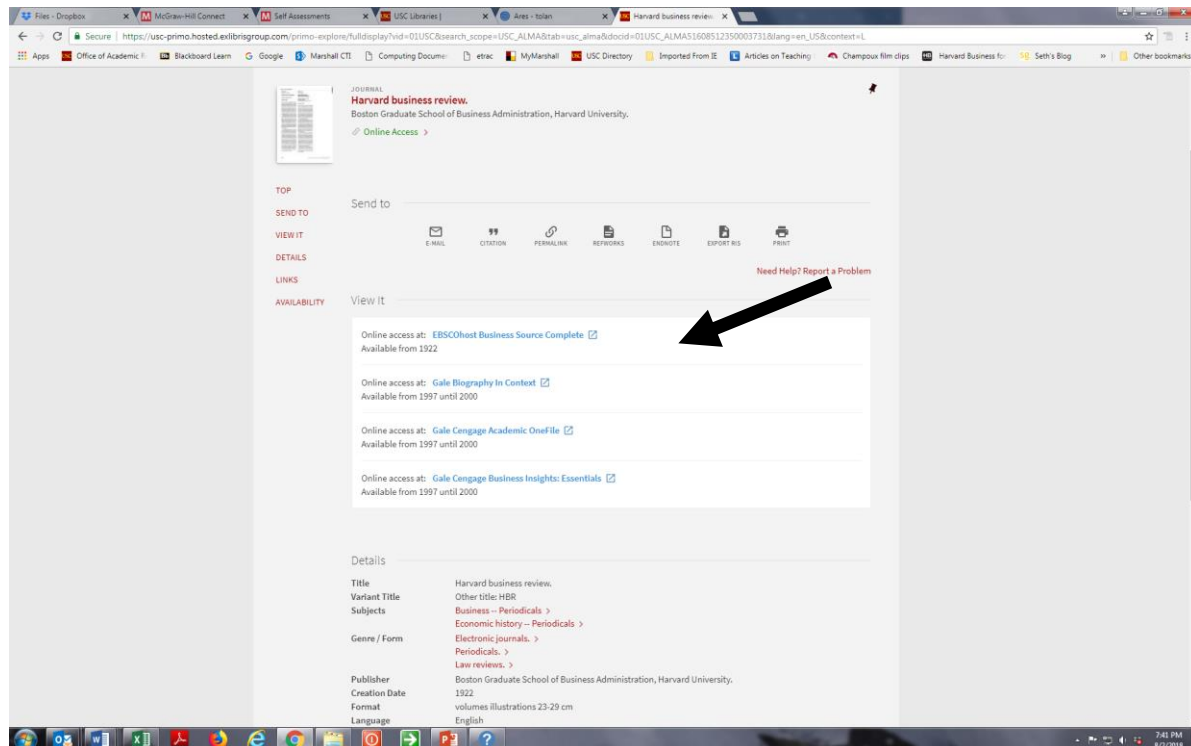
Students can find a quick introduction and guide on how to add courses to their ARES profile at:

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

You will be able to search courses by Instructor Name, Department, and Course Number (SEARCH BUAD 304 (all sections) for Spring 2021 - not by instructor name). On-line students can find their courses by searching by Department since most courses are under a Lead Instructor. Please note, although your course may not be listed under your individual instructor name, the core reserve material posted is the same across all sections of a course number.

### 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.



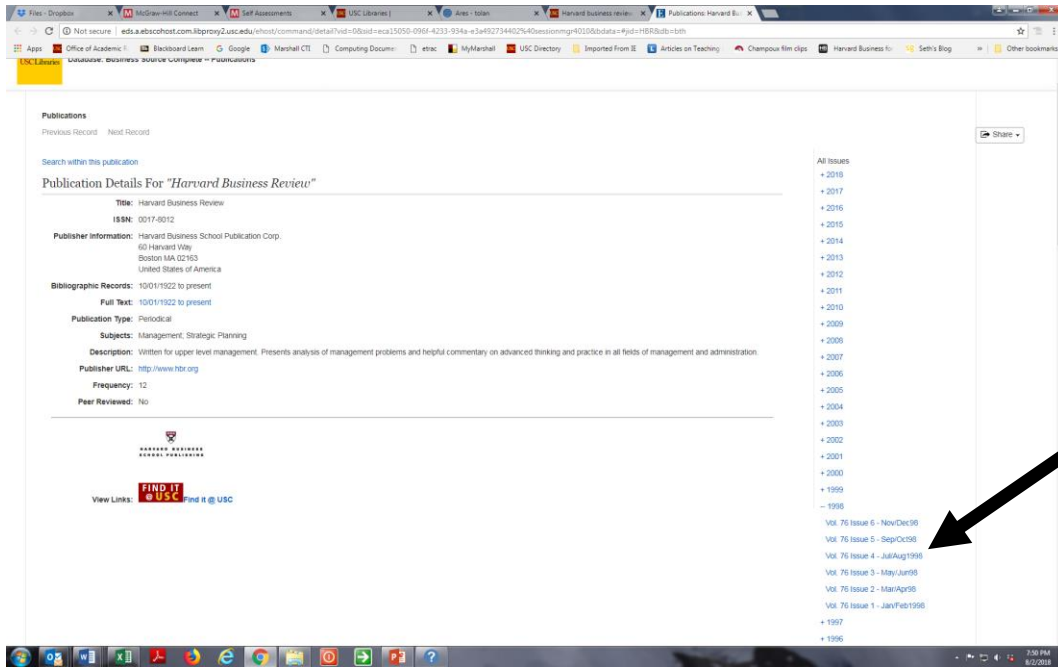
The screenshot shows a web browser window displaying the Harvard Business Review journal page. The page title is "Harvard business review." and it is published by the Boston Graduate School of Business Administration, Harvard University. The page includes a "Send to" section with options for E-MAIL, CITATION, PERMALINK, REFWORKS, ENROUTE, EXPORT RIS, and PRINT. Below this, there is a "View it" section with a "Need Help? Report a Problem" link. The "View it" section lists four online access options:

- Online access at: [EBSCOhost Business Source Complete](#) (Available from 1922)
- Online access at: [Gale Biography in Context](#) (Available from 1997 until 2000)
- Online access at: [Gale Cengage Academic OneFile](#) (Available from 1997 until 2000)
- Online access at: [Gale Cengage Business Insights: Essentials](#) (Available from 1997 until 2000)

A black arrow points to the EBSCOhost Business Source Complete link. Below the "View it" section, there is a "Details" section with the following information:

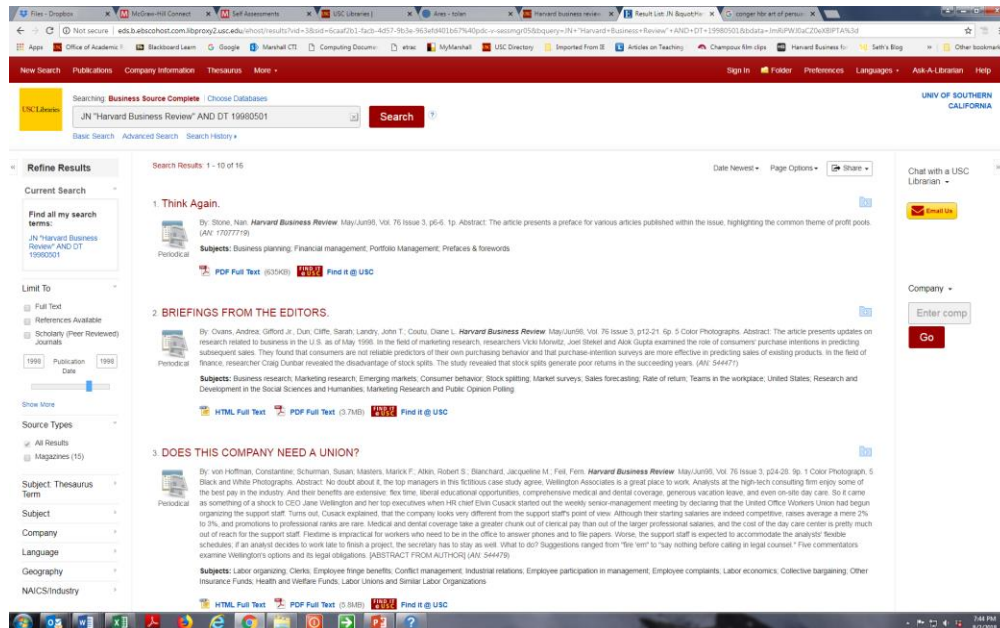
- Title: Harvard business review.
- Variant Title: Other title: HBR
- Subjects: [Business -- Periodicals](#) > [Economic history -- Periodicals](#) >
- Genre / Form: [Electronic journals.](#) > [Periodicals.](#) > [Law reviews.](#) >
- Publisher: Boston Graduate School of Business Administration, Harvard University.
- Creation Date: 1922
- Format: volumes illustrations 23-29 cm
- Language: English

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



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:





## 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 do? 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 Daikin 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 plain-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: Relatedness is about resources, not products. Should corporate resources be shared or transferred? Financial versus operating control. [ABSTRACT FROM AUTHOR] (AN: 547128)  
**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](#) (0/148) [Find it @ USC](#)

7. **THE NECESSARY ART OF PERSUASION.**  
By: Conger, Jay A. *Harvard Business Review* May/Jun98, Vol. 76 Issue 3, p84-95, 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-timed 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 intensify 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: 547143)  
**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](#) (0/148) [Find it @ USC](#)

8. **EMPOWERMENT: THE EMPEROR'S NEW CLOTHES.**  
By: Argins, Chris. *Harvard Business Review* May/Jun98, Vol. 76 Issue 3, p98-100, 3p. 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 sizzle it. When empowerment is used as the ultimate criteria of success in organizations, it sweeps 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 even empowerment are cyclical criteria in organizations. The ultimate goal is performance. [ABSTRACT FROM AUTHOR] (AN: 547147)

You will then be able to Select FULL TEXT PDF and download the article for your own personal use. Please respect and observe all copyright regulations.

If you need additional help, you can email the Reserves Librarian using the Contact Reserves link on the ARES course page.

## OVERALL LIST of Readings for BUAD 304 Spring 2021

This list of course readings is provided to help you find the Harvard Business Review (HBR) articles using EBSCOHost Business Source Complete database via USC Libraries ARES online course reserves. Note that you will need the Year and Month for the HBR articles. Other journal articles, newspaper articles, blog postings and chapters are accessible directly from the BUAD 304 ARES page. The readings all appear here; please use the course weekly schedule for assigned readings. All cases are in the BUAD 304 Coursepack available for purchase on the Harvard Business Publishing website.

### Week 1 Introduction & Values, Attitudes and Ethics

- Vermeulen, F. (2013). Beware the Sirens of Management Pseudo Science. Harvard Business Review Blog, direct link on ARES
- Pfeffer, J. & Sutton, R. (2011). Trust the Evidence, Not Your Instincts. *New York Times*, September 3, 2011, Op Ed

### Week 2 Motivation

- Park, N. & Peterson, C. (2009) Character Strengths: Research and Practice. *Journal of College and Character*, Volume 10, No. 4, April 2009

### Week 3 Motivation, Communication, Negotiation & Conflict

- The Portrait on My Wall, John Rutledge, Forbes, December 1996. (from Google search: [http://www.rutledgecapital.com/Articles/19961220\\_portrait\\_on\\_my\\_office-wall.html](http://www.rutledgecapital.com/Articles/19961220_portrait_on_my_office-wall.html))
- Kerr, S. (1995). On the folly of rewarding A, while hoping for B. *Academy of Management Executive*, Volume 9, No. 1 February, pp. 7-14.
- Staw, B. (1995). The self-perception of motivation. In B. Staw (Ed.), *Psychological Dimensions of Organizational Behavior* (2nd edition). Englewood Cliffs, NJ: Prentice Hall. (Chapter posted in ARES)
- Pfeffer, J. (1998). Six dangerous myths about pay. *Harvard Business Review*, 1998, May/June issue, pp. 109-119.

### Week 4 Perception & Decision Making

- Polzer, J. (2018). Trust the Algorithm or Your Gut case, ([HBR Online Coursepack](#))
- Greenwald, T. "How AI is Transforming the Workplace"

### Week 5 Power, Politics & Influence

- Conger, J. (1998). The necessary art of persuasion. *Harvard Business Review*, 1998, May/June issue
- Cialdini, R. (2001). Harnessing the science of persuasion. *Harvard Business Review*, 2001, October issue
- Thomas Green case, ([HBR Online Coursepack](#))

### Week 8 Teams

- Coutu, D., & Beschloss, M. (2009). Why teams don't work. *Harvard Business Review*, 1987, May issue, pp. 98-105.
- Duhigg, C. (2016). What Google Learned from its Quest to Build the Perfect Team. *The New York Times*, February 28, 2016

### Week 9 Cross-Cultural Teams & Diversity & Inclusion

- Ferrazzi, K. (2014). Getting virtual teams right. *Harvard Business Review*, 2014, December issue
- Katzenbach, J. & Smith, D. (1993). The discipline of teams. *Harvard Business Review*, 1993, March/April issue
- Earley, P.C. & Mosakowski, E. (2004). Cultural Intelligence. *Harvard Business Review*, 2004, October issue
- Meyer, E. (2014). Navigating the Cultural Minefield. *Harvard Business Review*, 2014, May issue
- Managing Diversity and Inclusion at Yelp case, ([HBR Online Coursepack](#))

### Week 11 Networks, Creativity, and Diversity

- Baker, W. (2000) - What is social capital and why should you care about it? Chapter 1 in *Achieving Success Through Social Capital: Tapping Hidden Resources in Your Personal and Business Networks*.
- Thomas Green case (review), ([HBR Online Coursepack](#))
- Chamorro-Premuzi, T. (2015) Why Brainstorming Works Better Online. *Harvard Business Review Online*, <https://hbr.org/2015/04/why-brainstorming-works-better-online>
- Knowledge@Wharton podcast: “How Diversity Powers Team Performance” by Scott Page <http://knowledge.wharton.upenn.edu/article/great-teams-diversity/>
- Managing Diversity at Yelp

### Weeks 12-13 Organizational DNA: Culture & Structure & Organizational Change

- Greiner, L. (1998). Evolution and Revolution as Organizations Grow.
- *OPTIONAL*: Sutton, R. (2006). Eight tips for better brainstorming. Online Bloomberg Business News.
- Wildfire Entertainment, ([HBR Online Coursepack](#))
- The Congruence Model: A Roadmap for Understanding Organizational Performance. Mercer Delta Group, 2004.
- Cummings, T. (1995). From Programmed Change to Self-Design: Learning How to Change Organizations.

### Week 14 Personal Leadership

- Any additional reading assignments will be posted on Blackboard.

### **FAQs about Lab Studies**

**Q: I have questions, comments, or concerns regarding lab studies. Who can I talk to?**

**A:** Please email all questions and concerns related to research participation, requirements, and technical issues to the SONA administrator ([mor.sona@marshall.usc.edu](mailto:mor.sona@marshall.usc.edu)). We will reply to your email within 2 business days.

**Q: How do I set up a SONA account?**

**A:** You can create an account on the MOR SONA website (<http://marshall-mor.sona-systems.com/>) in order to participate in research studies. Click on the blue “Request Account” button on the homepage. Note: You must create an account only using your USC email address; any other personal emails such as gmail, yahoo, etc. will not be accepted/activated. Do NOT enter your student ID# as the user ID.

**Q: What if I already had a SONA account from a past course?**

**A:** All accounts are automatically deactivated at the end of each semester. If you previously had an account for your BUAD 304 or BUAD 497 course, you will have to email the SONA administrator ([mor.sona@marshall.usc.edu](mailto:mor.sona@marshall.usc.edu)) to request reactivation of your account using your USC email address. Please note the deadlines for reactivation.

**Q: All the timeslots are full. What can I do?**

**A:** Timeslots tend to fill up quickly, especially early in the semester, because there are over 1000 other students looking for credits. Our advice is to check the study postings once a week. New credits will be posted weekly, starting in early February, so if you don’t get a spot one week, just check the next.

**Q: I switched sections. How do I update it so my credits are routed to the right Professor?**

**A:** You can update this by logging into your account (<https://marshall-mor.sona-systems.com>), then clicking on “My Profile” at the top right corner of the web page. Here you can check and/or change the section as necessary.

**Q: If the study is in-person, where are they located?**

**A:** The majority of studies this semester will be held online. In-person studies will be held in Verna and Peter Dauterive Hall (VPD). All rooms are on the Lower Level (LL). Depending on your study, the study may be in one of three rooms: LL102, LL110, or LL112. After you enter the building, take the wooden stairs or elevator down and follow the signs. VPD is located across from the Law School and Popovich Hall. Google Maps link: <https://goo.gl/maps/tsF1JmV9MP62>.

**Q: Can I meet the full requirement in a single week?**

**A:** It’s possible, but it’s very unlikely. The available studies will be spread across the semester, so it is quite unlikely that there will be enough new credits in a single week for you to cover the requirement fully.

**Q: Why are some studies worth 1.5 and others worth 0.5?**

**A:** The amount of credit per study is based on the amount of time required for participation. Studies that are expected to take 15-30 minutes are assigned 0.5 credits. Studies that take 35 min to an hour receive 1 credit, and so forth.

**FAQs about Field Studies**

**Q: What exactly will these employees be asked to do?**

**A:** By early March, the employees will receive an email with a link to a survey. All they will be asked to do is to click on the link and respond to the survey questions.

**Q: What email address will the survey link be sent from?**

**A:** The survey will be sent from the USC Marshall MOR Research Team at [mor.research@usc.edu](mailto:mor.research@usc.edu).

**Q: How long will the survey take?**

**A:** For focal employees, about 20-25 minutes. For coworkers and supervisors, less than 20 minutes.

**Q: What type of questions will they be asked?**

**A:** The questions are focused on the employees' work experiences. For example, there may be questions about the workplace culture, common workplace behaviors and tasks, thoughts and feelings about the workplace, workplace social interactions, and attitudes toward coworkers. We will NOT ask the participants to identify themselves or their companies.

**Q: Is participation anonymous?**

**A:** Yes, participation is anonymous! We will NOT store the participants' names or email addresses with their survey responses. We will NOT ask them to identify themselves, nor will we ask them to identify their company or employer. The survey is completely confidential, and all data will be stored anonymously.

**Q: Will participants' responses be shared with their coworker, supervisor, or company?**

**A:** No! In addition to all participants' responses being anonymous, we will NOT share the survey responses with anyone within the participants' company.

**Q: What will happen to the data?**

**A:** The faculty and doctoral students in the MOR Department will use the data to generate new knowledge about organizational behavior. Research in our department addresses important business questions related to effective decision making, leadership, team performance, organizational change, and social issues in the workplace. Participation in this data collection process can help to advance knowledge in these areas and also helps to support the Marshall mission of continuing to be at the leading edge of research insights.

**Q: What if the employees never receive an email?**

**A:** Please ask the employees to check their spam folder for an email from the USC Marshall MOR Research Team ([mor.research@usc.edu](mailto:mor.research@usc.edu)). If they still have not received the email, there is

nothing they need to do. Please rest assured that you will receive credit for your field study research requirement as long as you successfully submitted the employee contact information. Please note that employees should never forward their emails to one another since each employee receives a unique survey link! In the event that email bounce backs occur due to inaccurate email addresses, we will contact you for updated contact information.

**Q: Do I need to check whether the employees completed the survey?**

**A:** No, you do not need to check whether they completed the survey. Please rest assured that you will receive credit for your field study research requirement as long as you successfully submitted the employee contact information.

**Q: Will I receive a confirmation that my field study research requirement has been completed?**

**A:** Yes! After you submit the employee contact information on the submission survey, you will receive an email confirmation that you have fulfilled your research requirement for the field study once we have verified the employee emails. You will receive the confirmation email no later than Friday, April 23<sup>rd</sup>.

**Q: What if I or the employees have additional questions?**

**A:** Please contact the USC Marshall MOR Research Team at [mor.research@usc.edu](mailto:mor.research@usc.edu).

**Q: What if I cannot find three employees willing to participate in the survey?**

**A:** If you are unable to find three employees willing to participate in the survey, you will need to complete 1 additional credit of lab studies instead. Please contact the USC Marshall MOR Research Team ([mor.research@usc.edu](mailto:mor.research@usc.edu)) to let us know this is how you will complete your field data research requirement. Please make sure to complete this additional credit by April 23<sup>rd</sup>, the deadline to complete all lab study credits. The MOR Research Team will coordinate with the SONA administrator to confirm that you have fulfilled the additional lab study credit.