



## **BUAD 304: Organizational Behavior and Leadership** **Syllabus Fall 2022**

**Section 14727 - 4 Units**

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Office Hours: Wednesday, 2:00-3:00 PM via Zoom and by appointment

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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 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.
- Evaluate the effectiveness of a variety of leadership behaviors depending on the context.
- 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.

### **Our Inclusive Learning Community and Open Expression and Respect for All**

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.

An important goal of the educational experience at USC Marshall is to be exposed to and discuss diverse, thought-provoking, and sometimes controversial ideas that challenge one's beliefs. In this course we will support the values articulated in the USC Marshall “[Open Expression Statement](https://www.marshall.usc.edu/about/open-expression-statement).” <https://www.marshall.usc.edu/about/open-expression-statement>

## 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 and Mel Fugate. 2020. McGraw Hill.

I recommend that you purchase the textbook and Connect directly from the publisher, McGraw Hill through our Blackboard course site. If you haven't 100% decided whether you will stay in the course, they offer two week (from registration), free, temporary access. Just remember to purchase full access if you decide to stay in the course.

To purchase the required ONLINE version of our textbook via Blackboard, *Organizational Behavior: A Practical, Problem-Solving Approach*, 3rd edition by Angelo Kinicki (2020) 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 Fall 2022. Do not search by faculty name. All BUAD-304 sections utilize the same ARES repository. Instructions for how to download the articles in Appendix B and posted on Blackboard. A link to each weeks ARES articles will also be provided in the weekly Blackboard modules.

(3) Case Reader: BUAD-304 Organizational Behavior & Leadership Coursepack available for purchase at <https://hbsp.harvard.edu/import/939328> 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 case analysis memo. <http://info.marshall.usc.edu/faculty/critthink/Pages/default.aspx>
2. A set of short videos covering course content will also be made available via your Blackboard. Your instructor will give you information on which videos to watch before class and which videos are provided for your reference.
3. Personal assessments are listed in the class schedule with how to access them via a website or McGraw-Hill Connect.
4. Any additional readings and/or assessments will be posted on Blackboard.

## Course Notes

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 instructor, 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>40%</b>
	<i>Midterm</i>	15%
	<i>Final</i>	25%
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<b>Individual Assignments (non Exam)</b>		<b>15%</b>
	<i>Case Analysis Memo</i>	5%
	<i>Final Reflection Paper</i>	10%
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<b>Team Project</b>		<b>30%</b>
	<i>Proposal</i>	3%
	<i>Paper</i>	15%
	<i>Presentation</i>	10%
	<i>Self &amp; Peer Evaluation</i>	2%
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<b>Participation</b>		<b>15%</b>
	<i>Active Class Participation</i>	10%
	<i>Self-Assessments</i>	3%
	<i>Research Study Participation</i>	2%
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	<b>TOTAL</b>	<b>100%</b>

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.

A complete list of assignment deliverables by due date is available in Appendix D of this syllabus.

## Course Requirements: Exams and Individual Assignments

**Midterm Exam:** The exams may include short case-based essay questions and/or 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 6. Make-up exams will not be permitted.

**Case Analysis Memo:** This portion of your grade will be based on the timely and complete submission of a case analysis memo that helps you review and apply course concepts while practicing critical thinking skills. You are required to complete one case analysis memo. You will use the USC-CT framework for these case analysis memos. This will be discussed further in class. Instructions 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. We strongly recommend that you maintain a learning journal or notes throughout the semester to aid in the writing at the end of the semester. Instructions and a grading rubric will be posted on Blackboard.

**Final Exam:** The final exam will be during the final exam period. Refer to the exam study guide that is posted on Blackboard for information on the format of the questions, topics covered, and sample questions

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 me know about the conflict at least 2 weeks prior to the final exam. I expect this exam to be administered in person.

If you need OSAS accommodations for the final exam, please notify me early in the semester so we can make the necessary arrangements. If you wait until the day of the exam, it is highly unlikely that I will be able to accommodate extra time or any other accommodation. If you have any questions or concerns, please come and speak with me.

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

**Team Project:** 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 (1) to enrich your understanding of organizations and leadership; (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 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 this project has five 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) Detailed outline of paper based on the grading rubric
- 3) Project paper: An 8-10 page analytical paper
- 4) In-class presentation: A 15-minute presentation, 5 minutes for Q&A
- 5) 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 this project is based upon 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. The detailed outline of the paper is not graded but you will receive feedback to help improve the final paper. Further instructions and grading rubrics will be posted on Blackboard.

Grades for individual student contributions to team projects are **assigned by your Professor**, 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: Participation**

**Class Participation:** This part of your grade will be based on consistent and effective contributions to class discussions and activities. Connect and non Connect self-assessments, 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 or patience or imagination to engage with the course material, our classmates and our experiences. In our classroom, I aim to develop a psychologically safe space where we can all learn together and benefit from the diversity that leads to increased innovation, better problem solving and, in our case, what I hope will be new friends and a great semester!

**Case Analysis Preparation:** To actively engage in case discussions, you will need to complete an analysis of the assigned case before attending class. Case analysis allows us to explore how what we learn applies to real world situations. This goes beyond simply reading the case. You are expected to use the USC-CT critical thinking framework to analyze the assigned case. You will identify critical problems or issues and develop alternative solutions based on a particular situation or scenario. These assignments provide scaffolding (i.e. analytical skill development) for your Module 1 Case Analysis paper, the team project as well as the final exam. Be sure to watch the assigned USC-CT videos as noted in Week 1. Additional instructions will be posted on Blackboard.

**Research Studies Participation:** Finally, another part of your participation grade for class 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. Please see **Appendix E** for a description of the research components and fall 2022 deadlines.

### Class Expectations

This is a synchronous and in-person class. The expectation is that you will attend the course in person. The exception is if you have university-sanctioned accommodations. If you have university-sanctioned accommodations, please contact your instructor immediately.

While the course modality is live and in person, we are operating during an ongoing pandemic. There is always a chance the University will determine it is safer for students to continue the term online. If this were to happen, the following will apply.

Online Class Professionalism Policy: If possible, please connect to our Zoom classroom from an area where you will be able to engage and sit up in front of your computer. This will help us all stay focused on our learning objectives. Cell phones should be turned off and removed from your work area to reduce distractions during the class session (unless you are using it to connect to the session). Having it in sight – even if it's not on – presents a real draw on attention. 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. Below are guidelines for our Zoom class sessions:

- Log into class early or promptly.
- You should be visible via video camera.
- Display both your first and last name during class meetings. You may choose to rename with a nickname (i.e. Thomas Trojan -> Tommy Trojan).
- Mute your audio if you are not speaking.

- Be presentable and wear appropriate clothing for a classroom setting (Zoom class sessions will be recorded and posted)
- Use the Raise Hand feature in Zoom or the Chat Box to ask a question or to share.
- Actively listen to your fellow peers when they are speaking.
- Be present and avoid working on other tasks.

All Zoom sessions will be recorded and posted in the Blackboard Course pages.

### **Technology Requirements**

The following equipment and system requirements are recommended to successfully participate in this online course:

- Computer with webcam
- Earphones or headset
- Reliable (preferably high speed) Internet connection
- Current operating system for Windows or Mac
- Current browser
  - Google Chrome
  - Firefox
  - Internet Explorer (not recommended)
  - Safari (Mac)

For technical support please see:

- **USC Systems** (Blackboard, USC Login, MyUSC, USC Gmail, GoogleApps)  
For assistance with your USC login or other USC systems, please call +1 (213) 740-5555 or email [Consult@usc.edu](mailto:Consult@usc.edu). They are open Mon – Fri, 9:30am – 5pm and weekends from 8am - 5pm (all Pacific time).
- **Zoom Video Web Conferencing System**  
For assistance using Zoom, go to [Zoom Support Page](#). You may also call +1 (888) 799-9666 ext. 2. They are available 24/7.
- **Marshall Systems** (MyMarshall, Marshall Outlook email)  
For assistance with Marshall systems you can call +1 (213) 740-3000 Mon-Fri 8am-6pm (Pacific), email [HelpDesk@marshall.usc.edu](mailto:HelpDesk@marshall.usc.edu), or use our self-help service portal as shown below. The portal allows you to get immediate assistance by searching for the information you need. You can also use it to chat with a technician or input a request. To access the service portal, follow these steps:
  - On a computer or mobile device, go to [MyMarshall Home Page](#) and click the “**Help**” link on the upper right.
  - Log in using your Marshall username and password.  
(If you don’t know your Marshall login please follow the onscreen instructions pertaining to login issues)

If your computer does not have Microsoft Word, Office 365 package is available to you free of charge and allows you to install Word, Excel, PowerPoint, Outlook, OneNote, Publisher, and Access on up to 5 PCs or Macs and Office apps on other mobile devices including tablets. Office 365 also includes unlimited cloud storage on OneDrive. To download Office 365 log into your student (University) email



through a web browser, choose Settings (top right corner), and select software. If you have further questions or need help with the software, please contact the USC ITS service portal (<https://itservices.usc.edu/>).

### **Review of Grades**

Feedback and reflection are critical to learning, and especially for learning from our mistakes. I am happy to discuss how you are performing on assignments or in class participation to help you improve and/or correct your mistakes. This has to happen BEFORE your final grade is posted. So, I invite you to contact me within a week of when an assignment is returned to discuss so I can clarify my comments – which I assume you have read and reflected on your own first. Additionally, I do hold extra office hours for students to review exams. In the event that assignments are graded by a Teaching Assistant, you will meet with the TA first since s/he will be in the best position to provide useful feedback. I am happy to meet with you after you meet with the TA if you have any additional questions or concerns.

### **Weekly Schedule**

The Weekly Schedule is included on the next two pages.

*The Weekly Class Schedule is also available as a separate, easier to read document on Blackboard*

Color Key: Blue=Something is Due, Green=ELC or Applied Activity Day, Orange=Exam Days, Yellow=Team Workshops and Team Presentations						
Theme	Week	Day	Date	Topics	Reading/Prework	Deliverables & Due Dates
Individual	1	Tues	8/23/2022	Welcome and Introduction to the course	<b>TEXTBOOK READING:</b> • Chapters 1 & 7 <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 USC-CT and Case Analysis videos at <a href="https://www.marshall.usc.edu/faculty-research/critical-thinking-initiative">https://www.marshall.usc.edu/faculty-research/critical-thinking-initiative</a>	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	8/25/2022	Values, Attitudes & Emotions	<b>TEXTBOOK:</b> • Chapters 2 & 3 <b>ARES READING:</b> • Park, N. & Peterson, C. (2009) Character Strengths: Research and Practice <b>ASSESSMENT:</b> • Complete the VIA Character Strengths assessment in class • O*NET Interest Profiler - <a href="https://www.onetcenter.org/IP.html">https://www.onetcenter.org/IP.html</a> . Bring results to class on Thursday • Self-Assessment 3.1 What is my Big Five personality profile? • Self-Assessment 3.04: What Is Your Level of Emotional Intelligence?	
	2	Tues	8/30/2022	Motivation Exercise (class meets in the ELC)	<b>ARES READING:</b> • Kerr, S. (1995). On the folly of rewarding A, while hoping for B • Pfeffer, J. (1998). Six dangerous myths about pay.	O*NET Interest Profiler - <a href="https://www.onetcenter.org/IP.html">https://www.onetcenter.org/IP.html</a> . Bring results to the ELC today
		Thurs	9/1/2022	Motivation	<b>TEXTBOOK READING:</b> • Chapters 5 & 6 <b>CASE COURSEPACK:</b> • SkillsForTomorrow Case <b>ASSESSMENTS:</b> • Self Assessment 5.1 – Assessing Your Acquired Needs on Connect <b>PRE CLASS VIDEOS:</b> • Process Theories of Motivation • Content Theories of Motivation	Team project will be explained today so you can start thinking about a company for field work and get started on your proposals.
	3	Tues	9/6/2022	NO CLASS	Labor Day - No Mon. or Tues. Classes	
		Thurs	9/8/2022	Perception & Decision Making	<b>TEXTBOOK READING:</b> • Chapter 11.1-11.5 & Chapter 4.1-4.3 <b>CASE COURSEPACK:</b> • Polzer, J. (2018). Trust the Algorithm or Your Gut case, <b>ASSESSMENT:</b> • Self-Assessment 11.2 What is my decision making style? on Connect <b>PRE CLASS VIDEOS:</b> • Technology Assisted Decision Making (AI)	Teams will be assigned this week. Please do not miss class session.
	4	Tues	9/13/2022	Winter Survival Exercise-ELC (class meets in the classroom)		Thomas Green Case Analysis Memo due Monday 9/12 by 11:59 pm via Blackboard
		Thurs	9/15/2022	Power, & Influence	<b>TEXTBOOK READING:</b> • Chapter 12 <b>ARES READING:</b> • Conger, J. (1998). The necessary art of persuasion. • Cialdini, R. (2001). Harnessing the science of persuasion. <b>ONLINE ARTICLE:</b> • Making the Most of the Middle (Staples Worklife Magazine article): <a href="https://tinyurl.com/57zhajnw">https://tinyurl.com/57zhajnw</a> <b>CASE COURSEPACK:</b> • Thomas Green: Power, Office Politics and a Career in Crisis <b>ASSESSMENTS:</b> • Self-Assessment 12.1 What kind of power do I prefer? on Connect • Self-Assessment 12.2 What influence tactics do I use? on Connect <b>PRE CLASS VIDEOS:</b> • Bases of Power	
	5	Tues	9/20/2022	Power ELC Exercise - Black Cat Winery (class meets in the ELC)		
		Thurs	9/22/2022	In-class Exercise: 12 Angry Men		
	6	Tues	9/27/2022	Communication & Conflict	<b>TEXTBOOK READING:</b> • Chapters 9 & 10 <b>LISTEN TO:</b> • NPR (All Things Considered) - Why Corporate Jargon Never Seems To Go Away (3-minute audio) <a href="https://tinyurl.com/yc5ktez7">https://tinyurl.com/yc5ktez7</a> <b>ASSESSMENTS:</b> • Self-Assessment 9.01 Assessing Your Communication Competence on Connect • Self-Assessment 10.5 Preferred Conflict Handling Style on Connect	
		Thurs	9/29/2022	Negotiation & Networking	<b>TEXTBOOK READING:</b> • Chapter 10.5 <b>ARES READING:</b> • Rutledge, J. (1996). The portrait on my office wall. <b>PRE CLASS VIDEOS:</b> • Bases of Power	
	7	Tues	10/4/2022	Team Project Workshop I		
		Thurs	10/6/2022	MIDTERM		

Color Key: Blue=Something is Due, Green=ELC or Applied Activity Day, Orange=Exam Days, Yellow=Team Workshops and Team Presentations						
Groups & Teams	8	Tues	10/11/2022	Teaming Exercise (class meets in the ELC)	Teaming Exercise: Please fill out the worksheet provided by professor • Shown in ELC: Teamwork on the Fly (2:31) by Professor Amy Edmondson on HBR Video ( <a href="https://hbr.org/video/2226849431001/teamwork-on-the-fly">https://hbr.org/video/2226849431001/teamwork-on-the-fly</a> )	
		Thurs	10/13/2022	NO CLASS	Fall Recess - No Wed. or Thurs. Classes	
	9	Tues	10/18/2022	Teams Part 1	TEXTBOOK READING: • Chapter 8 ARES READING: • Coutu, D. (2009). Why teams don't work. • Duhigg, C. (2016). What Google Learned from its Quest to Build the Perfect Team. • Meyer (2014). Navigating the Cultural Minefield. Harvard Business Review, May Issue ASSESSMENT: • Self-Assessment 8.1 Group and Team Role Preference Scale on Connect	Team project proposal & team contract due Tuesday 10/18 by 11:59 pm via Blackboard
		Thurs	10/20/2022	Teams Part 2	TEXTBOOK READING: • Chapter 11: 11.6 Only ARES READING: • Katzenbach, J. & Smith, D. (1993). The discipline of teams. Harvard Business Review, March/April issue • Ferrazzi, (2013). Getting virtual teams right. WATCH VIDEO: • YouTube Video: Five Dysfunctions of a Team (36:18) <a href="https://www.youtube.com/watch?v=0SEQW026alY">https://www.youtube.com/watch?v=0SEQW026alY</a> CASE COURSEPACK: • SkillsForTomorrow (review)	
Organizations	10	Tues	10/25/2022	Diversity, Equity, & Inclusion (DEI)	TEXTBOOK READING: • Chapter 4.4-4.8 PODCAST: • 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> ) CASE COURSEPACK: • Managing Diversity and Inclusion at Yelp	
		Thurs	10/27/2022	DEI Exercise		
		Tues	11/1/2022	Team Project Workshop II		
	11	Thurs	11/3/2022	Organizational Design & Culture	TEXTBOOK READING: • Chapters 14 & 15 ARES READING: • Mercer Delta Consulting. The Congruence Model: A Roadmap for Understanding Organizational Performance • Griener, L. E. (1998) Evolution and revolution as organizations grow ONLINE ARTICLE: • How to make your decentralized organization work for you (Decrypt Media): <a href="https://tinyurl.com/3s4w5d3f">https://tinyurl.com/3s4w5d3f</a> CASE COURSEPACK: • Wildfire Entertainment: Organizational Structure Archetypes ASSESSMENT: • Self-Assessment 14.2: What Type of Organizational Culture Do I Prefer?	
		Tues	11/8/2022	Meta-4 Exercise (class meets in the ELC)		
	12	Thurs	11/10/2022	Organizational Change	TEXTBOOK READING: • Chapter 16 ARES READING: • Cummings, T. (1995). From Programmed Change to Self-Design: Learning How to Change Organizations. ASSESSMENT: • Self-Assessment 16.2: What Is Your Readiness for Change? • Self-Assessment 16.3: Assessing Your Resistance to Change FROM MY DESK (OPTIONAL): • How to make your decentralized organization work for you (Decrypt Media article): <a href="https://tinyurl.com/y5bq789m">https://tinyurl.com/y5bq789m</a>	
	13	Tues	11/15/2022	In-class Exercise: Omega Systems	VIDEO ASSIGNMENT: • Complete the video interviews of the Omega executives PRIOR to class using the following link: <a href="http://elc.srv.marshall.usc.edu/omega">elc.srv.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.	Prior to class, your team will need to assign each team member to interview several of the 9 Omega Systems executives. It is a good plan to have at least 2 people interview each executive so you do not miss any details. Make assignments to make sure that everyone gets interviewed. Bring your interview notes to class to assist in the exercise.
		Thurs	11/17/2022	Leadership in the 21st Century	ARES READING: • Boudreau & Donner (2021, Sloan Management Review). Are You Ready to Lead Work Without Jobs • Westerman (2021, Sloan Management Review). Rethinking Assumptions About How Employees Work • Fuller et al. (2020, HBR). Rethinking the On-Demand Workforce • Mankins et al., (2021, HBR). Future-Proofing Your Organization ONLINE ARTICLE: • The Hybrid Hitch (Briefings Magazine by Korn Ferry): <a href="https://www.kornferry.com/insights/briefings-magazine/issue-48/the-hybrid-hitch">https://www.kornferry.com/insights/briefings-magazine/issue-48/the-hybrid-hitch</a>	Team project paper due Friday 11/18 by 11:59 pm via Blackboard (only ONE submission per team)
Integration & Wrap-Up	14	Tues	11/22/2022	Team Project Presentations		Presentation slides are due before class begins for all teams.
		Thurs	11/24/2022	NO CLASS	Thanksgiving Break - No Wed. or Thurs. Classes	
	15	Tues	11/29/2022	Team Project Presentations		Project Self & Peer Evaluations due by 11:59 pm on Tuesday 11/29 via Qualtrics
		Thurs	12/1/2022	Final Review	Bring questions for review. Course evaluations will be completed in class.	Personal Reflection Paper due Friday 12/2 by 11:59 pm via Blackboard

### 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. 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>.

**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](http://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 kept 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.

**Academic Conduct:**

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](#).

**Student Well-being Support Systems**

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

<https://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*

<https://eetix.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.

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

<https://osas.usc.edu> [SASfrntd@usc.edu](mailto:SASfrntd@usc.edu)

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs. 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 Student Accessibility Services (<https://osas.usc.edu>). OSAS 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 OSAS each semester. A letter of verification for approved accommodations can be obtained from OSAS. Please be sure the letter is delivered to me as early in the semester as possible. OSAS is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday.

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

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

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

*Diversity at USC - (213) 740-2101*

[diversity.usc.edu](https://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](https://dps.usc.edu), [emergency.usc.edu](https://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](https://dps.usc.edu) Non-emergency assistance or information.

*Trojans Care for Trojans* – (213) 740-0411; <https://campussupport.usc.edu/trojans-care-4-trojans/>

USC Trojans Care for Trojans (TC4T) is an initiative within the Office of Campus Wellbeing and Crisis Intervention that empowers USC students, faculty and staff to take action when they are concerned about a fellow Trojan challenged with personal difficulties. This [private and anonymous request form](#) provides an opportunity for Trojans to help a member of our Trojan Family.

### **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](http://blackboard.usc.edu)), teleconferencing, and other technologies.

### **Incomplete Grades**

A mark of IN (incomplete) may be assigned when work is not completed because of a documented illness or other “emergency” that occurs after the 12<sup>th</sup> week of the semester (or the twelfth week equivalent for any course that is scheduled for less than 15 weeks).

An “emergency” is defined as a serious documented illness, or an unforeseen situation that is beyond the student's control, that prevents a student from completing the semester. Prior to the 12<sup>th</sup> week, the student still has the option of dropping the class. Arrangements for completing an IN must be initiated by the student and agreed to by the instructor prior to the final examination. If an Incomplete is assigned as the student's grade, the instructor is required to fill out an “**Assignment of an Incomplete (IN) and Requirements for Completion**” form which specifies to the student and to the department the work remaining to be done, the procedures for its completion, the grade in the course to date, and the weight to be assigned to work remaining to be done when the final grade is computed. Both the instructor and student must sign the form with a copy of the form filed in the department. Class work to complete the course must be completed within one calendar year from the date the IN was assigned. The IN mark will be converted to an F grade should the course not be completed within the time allowed.

## 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

### Accessing the 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 Fall 2022).

### 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 Primo search results page for "Harvard business review". The page includes a "View it" section with several online access options. A large black arrow points to the "EBSCOhost Business Source Complete" link. Below this, there are three other links: "Gale Biography In Context", "Gale Cengage Academic OneFile", and "Gale Cengage Business Insights: Essentials". The "Details" section at the bottom provides metadata for the journal, including the title, variant title, subjects, genre/form, publisher, creation date, format, and language.

Details	
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

This will take you to a landing page with an abstract of the article. At the bottom of the abstract there should be a link to download a PDF of the full-text article.

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.

APPENDIX C  
PRIMARY LIST of Readings for BUAD 304 Fall 2022

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

Week 2 Motivation

- 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.
- Pfeffer, J. (1998). Six dangerous myths about pay. *Harvard Business Review*, 1998, May/June issue, pp. 109-119.
- SkillsforTomorrow case, ([HBR Online Coursepack](#))

Week 3 Perception & Decision Making,

- Polzer, J. (2018). Trust the Algorithm or Your Gut case, ([HBR Online Coursepack](#))

Week 4 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 6 Communication, Conflict and Negotiation

- 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))

Week 9 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
- 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
- Meyer, E. (2014). Navigating the Cultural Minefield. *Harvard Business Review*, 2014, May issue

Week 10 Diversity & Inclusion

- Managing Diversity and Inclusion at Yelp case, ([HBR Online Coursepack](#))

Week 11 Organizational Design & Culture

- The Congruence Model: A Roadmap for Understanding Organizational Performance. Mercer Delta Group, 2004.
- Greiner, L. (1998). Evolution and Revolution as Organizations Grow.
- How to make your decentralized organization work for you (Decrypt Media): <https://tinyurl.com/3s4w5d3f> (cut and paste link)

Week 12 Organizational Change

- Cummings, T. (1995). From Programmed Change to Self-Design: Learning How to Change Organizations.
- Wildfire Entertainment, ([HBR Online Coursepack](#))

Week 13 Personal Leadership

- Boudreau & Donner (2021, Sloan Management Review). Are You Ready to Lead Work Without Jobs
- Westerman (2021, Sloan Management Review). Rethinking Assumptions About How Employees Work
- Fuller et al. (2020, HBR). Rethinking the On-Demand Workforce
- Mankins et al., (2021, HBR). Future-Proofing Your Organization

**APPENDIX D**  
**Deliverables by Due Date**

<b>Week</b>	<b>Deliverable</b>	<b>Type</b>	<b>How Delivered</b>	<b>Due Date</b>
4	Thomas Green Case Memo	Case Assignment	Bb Assignments , TurnItIn	9/12/22
7	Midterm	Exam	In Class	10/6/22
9	Team Project Proposal	Assignment	Bb Assignments	10/18/22
9	Thomas Green Rewrite	Assignment	Bb Assignments , TurnItIn	10/23/22
13	Team Project Paper	Assignment	Bb Assignments , TurnItIn	11/18/22
14	Team Project Presentation (Slides & Video)	Assignment	Bb Assignments , TurnItIn	11/22/22
15	Self & Peer Evaluations	Assignment	Qualtrics	11/29/22
	Self Reflection/Leadership Paper	Assignment	Bb Assignments , TurnItIn	12/2/22
FINALS	Final	Exam	In Class	12/13/22

APPENDIX E:  
Research Participation Description and Due Dates

**Component One: Participate in Lab Studies**

To do this, you will participate in studies outside of class (either online or in-person), 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 a total of **2.0 credits** during the semester in order to fulfill this component of the research requirement. Students must be age 18 or older by **Friday, October 14, 2022** to participate in the research studies. If you will not be 18 by this date, please consult with your professor about the alternative assignment (details below).

**Step 1. Register for SONA account to participate in lab studies:**

You can create an account on the MOR SONA website (<http://marshall-mor.sona-systems.com/>). Click on the blue "Request Account" button on the homepage.

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.

\*If you previously had an account from a past BUAD 304 course, see FAQs below.

**Deadline to Register for a SONA Account: **Friday, September 9, 2022****

Those who do not register by this date will be required to complete the alternative assignment.

**Step 2. Sign up for and participate in studies at this link: <http://marshall-mor.sona-systems.com/>**

Once you can access your SONA account, you will receive reserved email invitations to find open studies and sign up to participate in them. These email invitations are unique to you, so it is important to sign up when you receive them. You will have 3 days to secure your spot to participate in the study. Once you sign up, the study webpage will indicate the deadline to complete the study.

Studies usually begin about 3-4 weeks into the semester and are scheduled throughout the semester at various days and times (both online and in-person). For online studies, you must complete them in one sitting by the due date listed on the study webpage. If attending an in-person study, please make sure to arrive on time; otherwise, you may not receive credit. Please remember to cancel within 6 hours if you cannot attend a study.

The email invitations are designed so that all students will have enough studies to complete the requirement over the course of the semester. However, please keep in mind that there may not be enough studies if you wait to obtain all of your credits during the final 2 or 3 weeks of class. You should aim to complete many of your credits when presented with the email invitation for your own peace of mind and to ensure you are able to obtain all the credits you need.

#### Other Deadlines:

- **Friday, October 21, 2022:** If study invitation received, complete at least one study by this date.
- **Friday, December 2, 2022 (last day of classes):** The last day to complete all credits.

#### 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 for Lab Studies:** 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)).

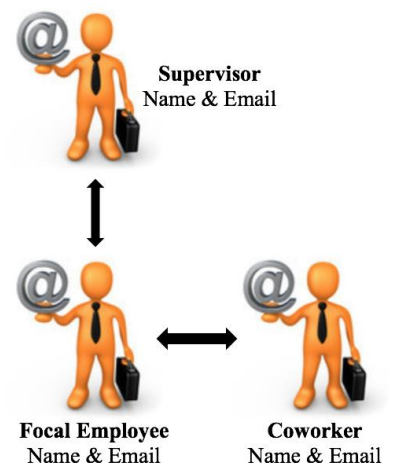
### Component Two: Contribute to Field Studies

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**. If you are unable or unwilling to complete this component, please see below for an alternative assignment.

#### Information Required:

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

- His/her own name and email address (**focal employee**).
- The name and email 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 Email Addresses:



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

**Deadline to Submit: Friday, September 16, 2022**

Once you submit valid and accurate names and email 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 for Field Studies:** Please review the FAQs about Field Studies for assistance (on the following page). 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 ASSIGNMENTS

You can also fulfill your research requirement by writing research papers on topics pre-approved by your Professor. Please see your Professor for details. The deadline to submit papers is **Friday, December 2, 2022** (last day of classes).

**Alternative to Component One (participating in lab studies).** If for any reason you do not meet the deadline to register for a SONA account (lab studies) or do not wish to participate in the research studies, you can complete the lab study 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 **TWO** short (3-page) research papers on topics pre-approved by your Professor.

**Alternative to Component Two (contributing to field studies).** If you are unable to find three employees willing to participate in the survey, you can *either* complete 1 additional credit of lab studies OR write 1 additional research paper:

- If you choose to complete 1 additional credit of lab studies, 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 **Friday, December 2, 2022**, 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.
- If you choose to complete 1 additional research paper, please contact your professor so that they can make a note of how you will fulfill this component of your research requirement.

### FAQs about Lab Studies

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

**A:** If you previously took BUAD 304 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)) from your USC email account in order to request account reactivation. Please enter "Account Reactivation Request" in the subject line. Past credits earned cannot be used for current courses. If you see past credits appearing in your profile, notify the SONA administrator. Please note the deadline to reactivate is the same registration date.

Due to the large number of requests that come through, it may take up to 2 business days to reactivate your account. You will receive an automated confirmation email when your account has been activated.

**Q: I didn't sign up for my reserved study and/or I missed my email invitation, and all the timeslots are full. What can I do?**

**A:** Timeslots tend to fill up quickly as many students are looking for credits. If it is an in-person session and you cannot make it, please cancel as soon as you know to allow somebody else to sign up for the slot. You can cancel your slot by logging into the website and going to "My Studies".

If by the time you check online and no timeslots are available, there are a few things you can do:

- 1) Keep on checking to see whether somebody cancels or if additional slots become available for that study.
- 2) For studies run in-person, you can show up for a session that works with your schedule and see if somebody does not show up and take their spot. However, you will only be admitted if somebody cancels. Please have your USC email address with you.
- 3) We will note that you still need a credit, so please wait for your next invitation email. We are continuously monitoring the studies, so you will be prioritized with credits later in the semester.

**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 I have an in-person study, where are the studies located?**

**A:** In-person studies will be held in the Lower Level (LL) of Verna and Peter Dauterive Hall (VPD). Depending on your study, the room may be in one of three rooms: LL102, LL110 or LL112. All rooms are on the Lower Level. 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 credits?**

**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:** 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 submit 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:** 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 submit 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.

**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).