

SEMESTER AT SEA COURSE SYLLABUS
University of Virginia, Academic Sponsor

Voyage: Spring 2016
Discipline: Commerce
SEMS 3500-109: Organizational Behavior
Division: Upper
Faculty Name: Terri Lituchy
Credit Hours: 3; Contact Hours: 38

Pre-requisites: Upper division standing and an introductory course in business or commerce

COURSE DESCRIPTION

The purpose of this course is to provide students with an overview of the theories and concepts relevant to understanding and predicting human behavior in organizations at the individual level, the work team/group level, and the organizational level. Individual factors such as personality, motivation, leadership, decision-making, and conflict resolution will be emphasized through experiential learning and/or case method. Assignments include written reports and oral presentations.

COURSE OBJECTIVES

By the end of the course, students will have achieved the following objectives:

- Development of a basic understanding of organizational behavior.
- Ability to articulate the implications of course material for individuals, groups, and organizations.
- An awareness of how cultural norms can influence employees' behaviors and expectations in the workplace.
- Ability to analyze, discuss and make recommendations about contemporary organizational issues.
- Ability to use course information to make informed decisions about their own careers.

To achieve these goals, the course utilizes a textbook and other readings, cases, and exercises. International dimensions of organizational behavior will be emphasized.

REQUIRED TEXTBOOKS

AUTHOR: Colquitt, LePine, Wesson & Gellatly
TITLE: Organizational Behavior: Improving Performance and Commitment in the Workplace
PUBLISHER: McGraw-Hill
ISBN #:
DATE/EDITION: 2013

AUTHOR: Nancy Adler
TITLE: International Dimensions of Organizational Behavior
PUBLISHER: South-Western College
ISBN #: 978-0324360745
DATE/EDITION: 5 edition (June 29, 2007)

AUTHOR: David Zoogah and Constant Beugre
TITLE: Managing Organizational Behavior in the African Context
Publisher: Routledge
ISBN #: 978-0415535939
DATE/EDITION: December 12, 2012

TOPICAL OUTLINE OF COURSE

(Note: The itinerary is also subject to change.)

Depart Ensenada- January 5

A1- January 7:	Course Overview, Introduction to OB, Job Performance Writing Assignment	OB Ch 1-2; Z&B Ch 1
A2- January 9:	What is Culture? Exercise -Bafa-Bafa	Adler Ch 1-2; Z&B Ch 2-3 Michael D. Hills
A3- January 11:	Culture and OB Video –Going International Organizational Commitment	Adler Ch 3-4; Barnes OB Ch 3; Pfeffer & Sutton
Honolulu: January 12		
A4- January 14:	Personality and Individual Differences	OB Ch 9; Z&B Ch 4 Babiak & Hare
A5- January 17:	Job Satisfaction, Motivation	OB 4&6; Z&B Ch 5; Adler Ch 7
Study Day: January 19		
A6- January 20:	Goal Setting	Ordonez, et al.;

	OB in Asia; Japanese culture	Locke & Latham <i>Mr. Baseball</i>
A7- January 22:	Exam #1	
Yokohama: January 24-25 In-Transit: January 26 Kobe: January 27-28		
A8- January 29:	Culture and OB in Asia Int'l Communications	Adler Ch 3; Z&B Ch 1 <i>Gung Ho</i>
	Video Cross-cultural communication	
Shanghai: January 31-February 1 In-Transit: February 2-3 Hong Kong: 4-5		
	Field Lab (Friday, 5 February Day 2 Lab) – Culture and Organizational Behavior in China	
A9- February 6:	Debrief and Presentations OB and Culture in SouthEast Asia	Field Lab Presentations
Ho Chi Minh: February 8-12		
A10- February 13:	Trust, Negotiation, Conflict Video – China vs India	OB Ch 7; Adler Ch 9
Study Day: February 15		
A11-February 16:	Learning and Decision Making	OB Ch 8; Z&B Ch 9; Adler Ch 8
Yangon: February 18-21		
A12- February 23:	Groups and Teams OB in Asia Continued	OB Ch 10; Alder Ch 5; Z&B Ch 8
A13- February 25:	OB in India and South Asia Review	<i>Monsoon Wedding</i> Group Project outline
Cochin: February 27-March 3		
A14- March 4:	Exam #2	
Study Day: March 6		
A15- March 7:	Power and Influence	OB Ch 11; Z&B Ch 6

Ted Talk by Dr. Amy J.C. Cuddy

Port Louis: March 9

A16- March 10: Leadership **OB Ch 12; Z&B Ch 7**
OB in Africa **Alder Ch 6**

Study Day: March 12

A17- March 13: Organizational Culture & Structure **OB Ch 13-14;**
Pfeffer & Sutton

Cape Town: March 15-20

A18- March 21: OB in Africa continued **Z&B Ch 12-14**
The Gods Must be Crazy

A19- March 23: Managing Global Managers **Adler Ch 10-12**
Expatriates

A20- March 25: OB in Africa continued **Mangaliso**
Current Topics in International OB
Video –Creating Future Global Leaders

Takoradi: March 27-28

Tema: March 29-31

A21- April 1: Presentations **Group Projects**

A22- April 3: Presentations **Group Projects**

A23- April 5: Summary and Review ***Bend it Like Beckham***
Exercise – Expats **Field Assignments**

Casablanca: April 7-11

Study Day: April 12

A24- A Day Finals, April 13 **Exam #3**

April 16: Disembarkation Day

FIELD WORK

Experiential course work on Semester at Sea is comprised of the required field lab led by your instructor and additional field assignments that span multiple ports.

FIELD LAB (At least 20 percent of the contact hours for each course, to be led by the instructor.)

Field lab attendance is mandatory for all students enrolled in this course. Do not book individual travel plans or a Semester at Sea sponsored trip on the day of your field lab.

The field lab for this course takes place on: **Friday, 5 February (Day 2 Lab)**

Culture and Organizational Behavior in China and Asia
Friday, 5 February (Day 2 Lab)

In Hong Kong, students will meet with faculty members and interact with students at HKBU to learn about international organizational behavior. After lunch, we will have attend talks from executives from [Sony Pictures Entertainment](#) and The Walt Disney Company to gain an understanding of cultural differences and how culture affects various aspects of organizational behavior. The goal is to compare what we learn from text and other materials with real world, hands-on experiences. Academic objectives of this field lab are to: 1. Understand cultural differences and how culture affects various aspects of organizational behavior; and, 2. To compare what we learn from text and other materials with real world, hands-on experiences.

Field Assignment. In the classes leading up to the field lab, students will be split into groups of 4-5. Each group will prepare approximately 5-7 questions relevant to culture and Organizational Behavior to be approved by me before the lab. The goal will be to learn the answers to these questions by the end of the field lab experience (through interviews, observation, etc.)

Each team will prepare a presentation in which they will present the course-related questions they went into the lab with and their answers to these questions. Evaluation will be based on the completeness of the information they present and their ability to relate their observations to the course material. In addition to the presentation, a short (2 page, 12 point, double-spaced) written summary of their findings is required.

FIELD ASSIGNMENTS (chose any two)

Prepare a written summary (2-3 pages, single-spaced, about 1600-2400 words, 12 point font, one inch margins) of the significant culture and organizational behavior issues you learned about in the country. Assignments may include interviews (1-2) and/or observations. Ethnographic research explores cultural phenomena by looking at the social meanings of ordinary activities by observing people (informants) in naturally occurring settings. Analyses of these observations are interpreted utilizing themes that answer: “What’s going on in this setting?” Additional

instructions will be provided before the first port. Be prepared to discuss your findings in class.

To persuade group members to participate as opposed to social-loaf or free-ride, peer evaluations will be considered when assigning grades. In order to count, peer evaluations will need to be turned in on the day the group assignment is due! If the group consensus on the peer evaluations indicates a participant did not contribute his/her fair share, I will dock that person's grade.

Japan, Myanmar, India, Mauritius, or Ghana Based on the interviews with 1-2 working people and observations, describe the national culture. How does what you have learned in the country compare to information presented in class? How does culture affect organizational behavior in this country?

Vietnam Vietnamese commerce has undergone numerous changes as the country transitioned from a centrally-planned economy to a more market-based economy. Identify 1-2 working people in Vietnam and ask how their particular working experience has changed since reforms began in the mid-1980s. Given that the English speakers you meet might be too young to have been working during that time, it is also acceptable to ask how their parents' or others' work experiences have changed.

South Africa: Employment practices in South Africa shifted dramatically after the end of the apartheid-era, although it is generally acknowledged that racial factors still influence employment decisions in many workplaces. This is a sensitive subject and this assignment is **not** meant to encourage you to *brazenly* ask strangers about it. While in South Africa, however, make your own *observations* about managerial interactions with employees and patterns in staffing. Do you notice evidence of post-apartheid bias? If so, what did you see? If not, identify one of the organizations you observed and note signs of post-apartheid equality in staffing (e.g., black managers, collaboration between whites and blacks).

GROUP ASSIGNMENT

Book Review

Read a popular-press international management book (see books on reserve) and evaluate how the ideas it expresses compare to the concepts we have covered in class as well as from field experiences. Choose three claims that the book makes, and explain why the author is correct or incorrect. You should also provide an introduction and conclusion. What are the strengths and weaknesses of the book? Would you recommend it? All submissions should be 5-7 pages, 12-pt font, double spaced, and include a title page. Because all team members receive the same grade (for the report and the presentation), it is your team's collective responsibility to manage the team's work process. If your team is having difficulty doing this, then please approach me for advice.

Each group will present its book evaluation at the end of the term. Groups will be evaluated on the persuasiveness (e.g., clarity, focus, validity, logic) of their arguments as well as the skillfulness of the presentation itself (e.g., diction, poise, organization, visual aids). All group members must actively participate in the presentation.

To make sure that your group starts on the right track, your group must submit a one-page (double-spaced, 12 point font, 1” margins,) outline of your report. You must include: (1) names of all group members, (2) the name of your book, (3) a brief outline of what will be included in your report, as well as (3) an explanation of how your group’s responsibilities will be divided and (4) a description of your “internal deadlines” that will help you to complete your report on time.

METHODS OF EVALUATION / GRADING RUBRIC

3 Exams (10% each)	30%
Field Lab	20%
Book Report	20%
2 1-page summaries (5% each)	10%
2 Field Assignments (5% each)	10%
Participation	10%

RESERVE BOOKS AND FILMS FOR THE LIBRARY

AUTHOR: Terri Morrison

TITLE: Kiss, Bow, Or Shake Hands: The Bestselling Guide to Doing Business in More Than 60 Countries

PUBLISHER: Adams Media

ISBN #: 978-1593373689

DATE/EDITION: Second Edition (July 24, 2006)

AUTHOR: Bhasin, Balbir B.

TITLE: Doing Business in the ASEAN Countries

PUBLISHER: Business Expert Press

ISBN #: 978-1606491089

DATE/EDITION: (January 12, 2011)

AUTHOR: Scott D. Seligman

TITLE: Chinese Business Etiquette: A Guide to Protocol, Manners, and Culture in the People's Republic of China

PUBLISHER: Grand Central Publishing

ISBN #:

DATE/EDITION: November 15, 2008

AUTHOR: Rajesh Kumar

TITLE: Doing Business in India: A Guide for Western Managers

PUBLISHER: Palgrave Macmillan

ISBN #: 978-1137284525

DATE/EDITION: Reprint edition (December 24, 2012)

AUTHOR: Craig Storti
TITLE: Cross-Cultural Dialogues: 74 Brief Encounters with Cultural Difference
PUBLISHER:
ISBN #:
DATE/EDITION: Jan 1, 1994

AUTHOR: Betty Jane Punnett
TITLE: Experiencing International Business and Management: Exercises, Projects, and Cases
PUBLISHER: Routledge
ISBN #: 978-0765625489
DATE/EDITION: 2 edition (November 18, 2014)

DVDs

Gung Ho
Bend It Like Beckham
Mr. Baseball
The Gods Must Be Crazy
Monsoon Wedding

ELECTRONIC COURSE MATERIALS

Barnes, B (1994). Conflict Resolution Across Cultures: A Hawaii Perspective and a Pacific Mediation Model, *Mediation Quarterly*, 13(2) Winter, 1994.

Hills, M. D. (2002). Kluckhohn and Strodtbeck's Values Orientation Theory. *Online Readings in Psychology and Culture*, 4(4). <http://dx.doi.org/10.9707/2307-0919.1040>

Pfeffer, J. & Sutton, R.I. (2006). Do financial incentives drive company performance? Chapter in *Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management*. Harvard Business School Press: Boston, MA. 109-133.

Babiak, P., & Hare, R. (2007). Pawns, Patrons, and Patsies: Roles in the Psychopaths Drama. A Chapter in *Snakes in Suits*. (pp. 111-141). New York: HarperCollins.

Ordonez, L.D., Schweitzer, M.E., Galinsky, A.D., & Bazerman, M.H. (2009). Goals gone wild: The systematic side effects of overprescribing goal setting. *The Academy of Management Perspectives*. 23, 6-16.

Locke, E.A. & Latham, G.P. (2009). Has goal setting gone wild, or have its attackers abandoned good scholarship? *The Academy of Management Perspectives*. 23, 17-23.

Mangaliso, M. (2001). Building competitive advantage from *Ubuntu*: Management lessons from South Africa. *Academy of Management Executive*, 15(3), 23-33.

Pfeffer, J. & Sutton, R.I. (2006). Change or die? Chapter in *Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management*. Harvard Business School Press: Boston, MA. 3-27.

Suggested Readings (available in the Semester at Sea library)

Culture Shock! Japan: a survival guide to customs and etiquette

Passport Japan: your pocket guide to Japanese business, customs & etiquette

China, Inc.: how the rise of the next superpower challenges America and the world

Culture shock! Hong Kong: a survival guide to customs and etiquette

Culture shock! Vietnam

Culture shock! Morocco: a survival guide to customs and etiquette

African market women: seven life stories from Ghana

Globalizing city: the urban and economic transformation of Accra, Ghana

Culture Shock! South Africa: a survival guide to customs and etiquette

Growth or stagnation? South Africa heading for the year 2000

Japanese business etiquette: a practical guide to success with the Japanese

Women across cultures: a global perspective

The GLOBE studies

Suggested DVDs (available on board)

They call it Myanmar

A Passage to India

Slumdog Millionaire

Heaven & Earth

Lost in Translation

Ran

Lost in Beijing

The Last Emperor

Babel

Casablanca

Out of Africa

Invictus

Heart of Gold

HONOR CODE

Semester at Sea students enroll in an academic program administered by the University of Virginia, and thus bind themselves to the University's honor code. The code prohibits all acts of lying, cheating, and stealing. Please consult the Voyager's Handbook for further explanation of what constitutes an honor offense.

Each written assignment for this course must be pledged by the student as follows: "On my honor as a student, I pledge that I have neither given nor received aid on this assignment." The pledge must be signed, or, in the case of an electronic file, signed "[signed]."