MGMT 4534 - ORGANIZATIONAL BEHAVIOR
SPRING 2014

CLASS SESSIONS: MONDAY 1:00 PM – 3:50 PM IN BAYOU 2234

PROFESSOR: Dr. Clifton Mayfield

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OFFICE: Suite B3321 rm. 16, Bayou Building

OFFICE HRS: Tuesdays 10:00 AM – 12:00 PM and almost anytime by appointment

TEXTBOOKS AND COURSE MATERIALS

Nelson, D.L. & Quick, J.C. (2011) Organizational Behavior: Science, The Real World, And You (8th ed.). Mason, OH: Southwestern. *(Available at UHCL Bookstore)*

COURSE DESCRIPTION

Exploring the dynamics of human behavior in organizations in order to better understand and evaluate how people and groups in organizations behave, react, and interpret events, and to apply these concepts successfully in a management context.

COURSE OBJECTIVES

By the completion of the course, students will demonstrate:

1. an understanding of basic behavioral theory and its application to contemporary organizations
2. an understanding of basic behavioral techniques and their use in the world of management
3. a knowledge of how to diagnose organizational systems, structures, and processes, using an organizational behavioral conceptual framework
4. critical thinking skills in the analysis of management challenges
5. increased ethical awareness in perceiving the business environment.
6. the application of concepts and theories by active participation on-line discussions, cases, and exercises
7. team based skills in in-class and/or virtual environments through performance on peer assessments and feedback

COURSE PREREQUISITE

Course Required: MGMT 3031 or equivalent

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Technical Skill Required: You should know how to access a Web site when given an address, use the features of your Web browser, download files, attach files to emails, and use word processing software, etc. For specific Blackboard training assistance, access the Support link in the left navigation menu in the course.

COURSE METHODOLOGY

This is a web assisted course. Students are required to purchase books and review a Blackboard course orientation in the first week of class in order to become familiar with the course format. The Blackboard course orientation includes critical information for succeeding in this course including:

Blackboard Course Orientation
➢ Introduction
➢ Syllabus
➢ Roles and Responsibilities
➢ Course Tools and Templates

Students must review all the Orientation components during the first week of class.

The course is divided into 15 modules with one module being covered each week. Students are required to complete weekly quizzes, individual assignments, and team assignments that target the learning objectives for each module. This class is web-assisted, so all quizzes and assignments will be administered and submitted online. Students will also maintain a personal portfolio of assessments that they will complete over the course of the semester. This portfolio must be submitted to the instructor by 11:59 pm on April 30th, to receive credit. In order to succeed in this course, students must take responsibility to be aware of all due dates and to complete all work on time. Late work will not be accepted, without the express and advance approval of the Professor. Due dates are communicated on this syllabus and will also be posted to your Blackboard course calendar on a weekly basis. The following list summarizes the graded course activities:

Course Activities
➢ Module quizzes
➢ Module film analysis assignments
➢ Teamwork Module exercises
➢ Individual Personal Portfolios
➢ Performance on Team Evaluation
➢ Final Examination

COURSE MODULE OUTLINE

This course is designed to provide students with a variety of interactive formats by which to participate in discussion and demonstrate an understanding of the course material. To this extent, students will be asked to engage in various activities within each course module (i.e., section of course content). These activities can be loosely divided into three phases of learning that will occur each week. At the start of each week, students will have the opportunity to learn individually and demonstrate an understanding of the course content by their performance on the module quiz. This is Phase 1. In Phase 2, students will work as a member of a team on the film analysis that is due for the week. In the last phase, which is ongoing, students will integrate their learning with self-assessments that will be added to their Personal Portfolio for submission at the end of the semester. Because of the nature of the course, students will need to act both independently, as well as cooperatively, in order to complete all course activities. The learning phases that will help guide you through each week's course module are as follows:

Phase 1 – Individual Acquisition and Inquiry	
Activity	*Steps*
Orientation	1. Student reviews module requirements and assignments
Acquisition	2. Student reads module assignment 3. Student reviews relevant links and resources 4. Student reviews PowerPoint and Lecture Notes 5. Student reviews assigned film clips
Assessment	6. Student takes module quiz and submits results

Phase 2 – Team Synthesis and Integration	
Activity	*Steps*
Orientation/ Organization	1. Team elects weekly Module Coordinator/Leader (rotationally) 2. Team reviews assigned film 3. Individual team members make needed inquiries and solicits clarification from instructor during office hours
Acquisition & Synthesis	4. Individual team members post responses for film analysis 5. Team coordinator establishes draft of film analysis assignment/presentation and posts to team discussion board 6. Individual team members provide feedback on film analysis assignment/presentation to coordinator 7. Team coordinator synthesizes feedback and submits finalized film analysis assignment/presentation
Assessment & Feedback	8. Instructor evaluates film analysis assignment/presentation and provides feedback

Phase 3 – Individual Application and Integration	
Activity	*Steps*
Orientation	1. Student reviews personal portfolio template
Application	2. Student completes assessment exercises as assigned
Interpretation	3. Student integrates components into life/career summary and plan
Assessment Feedback	4. Instructor reviews personal portfolio, evaluates, and provides feedback

ASSESSMENT/GRADING

Individually Based Activities	
➢ Completion of all weekly module quizzes: Allowed 2 attempts with best attempt used for the module quiz grade. Each module quiz will be comprised of approximately 20-30 multiple choice and/or short essay items drawn from textbook.	15%
➢ Final Exam: This exam is comprehensive covering all content from the semester.	25%
➢ Team Evaluation: Aggregated individual ratings of each team member's contributions to team output and effectiveness on the basis of established criteria	5%
➢ Personal Portfolio: Assessment of personal traits, style, and preferences and application/diagnosis of concepts to personal experience	10%
➢ Participation and Contribution: Participation and contribution is an integral part of an upper level undergraduate course. It is expected that students will read all materials assigned and actively participate in discussing the topics and film analyses in the group Blackboard discussion forums.	10%
Team Based Activities	
➢ Team Film Analyses: Completion of all team analyses for assigned films (from Nelson and Quick textbook's end-of-chapter BizFlix) using concepts from readings and/or lectures. Each week students will receive two scores-one for their individual contribution and one for the team submission. (Refer to Team Film Analyses section of syllabus for more information.)	
o Individual discussion contributions to film analyses (1 pt. each)	10%
o Team submissions for film analyses	20%
➢ Teamwork Modules: Exercises intended to enhance team productivity and performance.	5%
	100%

Overall Course Grading

93-100	A	77-79	C+
90-91	A-	73-76	C
87-89	B+	70-72	C-
83-86	B	60-69	D
80-82	B-	Below 60	F

WEEKLY QUIZ

To encourage students to keep up with the readings and be actively engaged in their teams, there will be weekly quizzes given in this course. Each quiz will consist of 20 – 25 questions that check for comprehension of the reading assignments for that week. You are allowed two attempts at each quiz and the highest score of the two will count toward your grade. The cumulative average of your quizzes will count toward 15% of your course grade. Since quizzes are available for several days at a time, there are no make-ups without a verifiable medical emergency or express permission from the instructor in advance.

FINAL EXAMINATION (COMPREHENSIVE)

There will be one comprehensive final examination given in this course as indicated on the schedule. The examination will be scheduled for two hours. The exam will consist of approximately 100 - 120 multiple-choice items. The score on the final exam will count toward 25% of your course grade.

TEAM FORMATION AND CONDUCT

Teams will be formed immediately after the orientation period. All students will be randomly assigned to a team. Team discussion areas will be created to facilitate exchange of work immediately following orientation. All team-based communication for the course must take place within your team discussion area. If your team utilizes face-to-face meetings or chat sessions, a summary of the meeting/session with a list of attendees and key points should be posted promptly to your team discussion board. Collaborations on team-based activities (i.e., film analyses) with anyone outside of your assigned team or the use of outside sources (other than those that are assigned by the professor) are expressly prohibited.

It is critical to establish clear expectations with your teammates, and to communicate clearly and regularly. It will be your responsibility to make initial contact with your team within 48 hours of team formation. Since you will be dependent upon your teammates for part of your grade, it is of the utmost importance to develop and maintain a good working relationship. This includes maintaining continuous and ongoing contact throughout the semester. If a teammate has previously been notified by other team members about concerns involving

work productivity (quality, timelines, etc.), a team member may be removed from a team. This requires consultation and consent of the instructor. Please see course homepage for details concerning course policies and procedures.

TEAMWORK MODULES

Although the primary focus of this course is not teamwork, your ability to work efficiently and effectively with others will significantly impact your success in this course as well as in business. Throughout the semester, you and your teammates will be asked to perform certain exercises designed to enhance the effectiveness of your team. Deadlines for the teamwork module exercises are included on the weekly schedule (see Dates for Course Modules and Readings). Specific instructions regarding the teamwork exercises are provided in the Teamwork Modules area; should you have any questions please do not hesitate to ask me. Successful completion of all 3 Teamwork Modules (Team Identity Exercises, Team Self-Assessment, and Team Evaluation) will comprise 5% of your grade.

TEAM EVALUATION

Twice during the semester, toward the middle and at the end, each student will be required to provide feedback ratings on every team member in terms of their individual contribution to team output and effectiveness. An email with instructions will be sent when the time for each assessment period approaches. All team members are encouraged to keep a log across team assignments to aid in the completion of these peer assessments. This log can also be used to provide periodic feedback to constructively assist team members throughout the semester. Your individual ratings at the end of the semester will count toward 5% of your course grade. The first of these assessments will be for the purposes of team member feedback and not factor into your team evaluation grade.

HONESTY POLICY

The Academic Honesty Policy at UHCL (found in the University of Houston-Clear Lake Catalog) states:

> Academic honesty is the cornerstone of the academic integrity of the university. It is the foundation upon which the student builds personal integrity and establishes a standard of personal behavior.

Because honesty and integrity are such important factors in the professional community, you should be aware that failure to perform within the bounds of these ethical standards is sufficient grounds to receive a grade of "F" in this course and be recommended for suspension from UHCL.

The Honesty Code of UHCL states "I will be honest in all my academic activities and will not tolerate dishonesty." As such, all quizzes taken in this course, all individual assignments, and all contributions made to your team assignments are to be of your own effort and yours

alone. Sharing quiz answers before the end of the quiz deadline, within or between members of student teams, is considered an Honesty Code violation. ***All paper submissions will be put through a plagiarism checker.*** Students are ***prohibited from using any outside sources*** (e.g., online resources, other student papers, free or subscriber internet websites, etc.) on individual contributions or any assignment. Students are also prohibited from ***sharing work products*** across teams. On team assignments, the team will be held accountable for plagiarized content in the submitted product, so be sure to check each other's work. Knowledge of any academic dishonesty, without reporting it to the professor, shall also be considered a violation of the student Honesty Code.

LATE WORK NOTICE

Late work will not be accepted (without express prior permission from the instructor or a documented medical emergency).

COURSE COMMUNICATIONS AND INTERACTIONS

All communications and interactions (e.g., email, online discussions, chats, etc.) with your professor and peers must be professional in order to maintain a positive learning experience. Any communication or interaction deemed inappropriate will be identified and communicated to the student that has committed the violation. If an infraction should occur, then your instructor will take the appropriate action(s) to maintain a positive learning experience within this course. This action(s) could result in your overall average being lowered by a full letter grade and/or being dismissed from the course. Not performing the course work as instructed and participating in the course as instructed will result in an F as a final grade.

BLACKBOARD SUPPORT

Blackboard is a web-based learning environment through which the instructor and students may interact. All students are required to use Blackboard for all course activities, including taking knowledge checks, submitting assignments, retrieving lecture slides, checking on grades, receiving messages from the professor, and communicating with one another. The Blackboard login page is **http://**courses.uhcl.edu:8900 **(Login to BB).** Students who have trouble logging in should contact Student Course Support right away at 281-283-2828.

SCHEDULE AND TIMETABLE

It is solely the responsibility of the student to be aware of due dates. In addition to the syllabus, please check the announcements and calendar on Blackboard weekly to maintain awareness of due dates for module quizzes and assignments. The course schedule is subject to change in the event of unforeseen environmental or technological circumstances.

INCOMPLETES

Only in the event of a documented medical emergency will an extension be granted.

DROP DATE

The last day to withdraw from this course is April 7, 2014. Withdrawal from courses may result in loss of tuition and or other fees as determined by the University.

Students who entered college for the first time in Fall 2007 or later should be aware of the course drop limitation imposed by the Texas Legislature. Dropping this or any other course between the first day of class and the census date for the semester/session does not affect your 6 drop rule count.   Dropping a course between the census date and the last day to drop a class for the semester/session will count as one of your 6 permitted drops. You should take this into consideration before dropping this or any other course. Visit www.uhcl.edu/records for more information on the 6 drop rule and the census date information for the semester/session.

DISABILITY POLICY

If you will require special academic accommodations under the Americans with Disability Act, Section 504, or other state or federal law, please contact the Disability Services Office, (281) 283-2626, at the start of the semester.

ROLES AND RESPONSIBILITIES

All students are expected to read, review, and adhere to their individual and team roles and responsibilities outlined in the Orientation on the course homepage.

EDUCATIONAL ASSESSMENT

The School of Business may use assessment tools in this course and other courses for curriculum evaluation. Educational Assessment is defined as the systematic collection, interpretation, and use of information about student characteristics, educational environments, and learning outcomes to improve program effectiveness. This assessment will be related to the learning objectives for each course and individual student performance will be disaggregated relative to these objectives. This disaggregated analysis will not impact student grades, but will provide faculty with detailed information that will be used to improve courses, curriculum, and students' performance.

STUDENT LIFE POLICIES

The Student Life Policies can be found by going to http://www.uhcl.edu/studentservices and selecting "Student Life Policies."

DATES FOR COURSE MODULES AND READINGS

Module/Date	Readings & Exercises
Orientation – Complete by January 14 ➤ Introductions ➤ Blackboard Orientation ➤ Review of Syllabus, Expectations	Log on Course Website Purchase Course Materials
Week 1 – January 13-19 Module 1: Organizational Behavior and Opportunity - Human Behavior in Organizations - Organizational Context - Organizational Challenges as opportunities Management Challenges - Global Village - Diverse Workforce - Ethics, Character, and Integrity - Justice Theory	Nelson & Quick – Chapters 1, 2 Begin Team Identity Exercises (Teamwork Modules)
Week 2 – January 20-26 (MLK Day)	Continue Team Identity Exercises (Teamwork Modules)
Week 3 – January 27-February 2 Module 2: Individual Learning and Performance Individual Learning - Learning Styles - Types of Human Learning - Schedules of Reinforcement - Behavior Modification Techniques - Implementing Behavior Modification in Industry - Training Techniques - Use of Punishment/Discipline Performance Management and Goal Setting - Performance Measures - Connecting Performance - Setting Goals - Monitoring Performance and Managing Expectations	Nelson & Quick – Ch. 6 Nelson & Quick – Ch. 5 Continue Team Identity Exercises (Teamwork Modules)

Module/Date	**Readings & Exercises**

Week 3 (continued)
Module 3: Motivation and Performance
  Theories of Motivation
- Content Theories
- Process Theories
- Intrinsic and Extrinsic Views
- Justice Theories

  Motivational Techniques
- Reward Systems
- Job Design
- Goal Setting
- Employee Empowerment
- Social Exchange Theory

Week 4 – February 3-9   Nelson & Quick – Ch. 3

Module 4: Personality, Perception, and Attribution
  Personality   Complete Team Identity
- Person-Environment Fit and Models   Exercises (Teamwork
- Personality Development   Modules)
- Values and Value Development
- Machiavellianism
- Focus of Control
- Self Monitoring
- Self Efficacy
- Self Esteem
- Social Skills
- Negative Affectivity
- Big Five Factors

  Perceptual Processes
- Etiology of Perceptual Events
- Individual Perceptions
- Perceptual Distortions

  Social Perceptual Processes
- Models of Attribution
- Effects and Errors in Attribution & Social Judgment
- Implicit Theories and Stereotyping
- Social Perception and Interview and Performance

Module/Date	**Readings & Exercises**

Week 5 – February 10-16
Module 5: Attitudes, Values, and Ethics
  Attitude Formation
  - Formation and Change of Attitudes
  - Job Satisfaction
  - Organizational Commitment
  - Models of Attitudinal Change
  - Job Satisfaction
  - Trust
  Social Responsibility Perspectives
  - Social Responsibility
  - Ethics and Managerial Behavior
  - Diversity
  Personal Values
  - Models of Value Orientation
  - Moral Reasoning
  - Ethical Decision Making
  - Machiavellianism
  - Locus of Control

Nelson & Quick – Ch. 4

Begin Team KSS Analysis
(Teamwork Modules)

Week 6 – February 17-23
Module 6: Stress and Well Being
  Personality Issues and Effects
  - Type A Behavior
  - Causes of Stress
  - Stress Approaches and Health Effects
  - Hardiness
  Organizational Sources of Stress
  - Task and Work Design
  - Culture
  - Role Demands
  Preventing Stress Effects
  - Individual Programs
  - Organizational Programs

Nelson & Quick – Ch. 7

Complete Team KSS
Analysis (Teamwork
Modules)

Module/Date	**Readings & Exercises**

Week 7 – February 24-March 2

Module 7: Communication — Nelson & Quick – Ch. 8

  Communications

- Sources of Communication   Complete Team Evaluation
- Channels of Communication   (Teamwork Modules)
- Informal Methods of Communication
- Barriers to Effective Communication
- Facilitating Effective Communications
- Communications and Technology

  Nonverbal Communication

- Proxemics
- Cultural Influences
- Decoding Non-Verbal Clues

  Interpersonal Communication

- Communication Skills
- Defensive Communication
- Increasing Effectiveness

Week 8 – March 3-9   Nelson & Quick – Ch. 13

Module 8: Conflict and Negotiating

  Conflict

- Nature, Scope of Conflict
- Forms of Conflict
- Causes and Effects of Conflict
- Conflict Resolution
- Negotiation Strategies
- Conflict Management Styles

  Negotiations

- Negotiation Strategies
- Negotiation Styles
- Intra and Interpersonal Negotiation and Resolution
  Methods

Module/Date	**Readings & Exercises**

Week 9 – March 10-23 (Spring Break March 10-16)   Nelson & Quick – Ch. 9
Module 9: Group Behavior and Teams
  Group Behavior
- Group Formation
- Types of Groups
- Roles and Status
- Norms
- Cohesiveness
- Social Facilitation and Loafing

  Team Development and Building
- Stages of Development
- Team Processes
- Group Decision Making
- Team Effectiveness

Week 10 – March 24-30   Nelson & Quick – Ch. 10
Module 10: Decision Making and Problem Solving
  Decision Making
- Decision Making Models
- Decision Making Practice
- Types of Decisions
- Group Decision Alternatives and Techniques

  Problem Solving
- Creativity
- Problem Solving Techniques
- Problem Solving Methods

Week 11 – March 31 - April 6   Nelson & Quick – Ch. 12
Module 11: Leadership
  Leadership
- Leadership Perspectives and Skills
- Trait Theory
- Style Theory
- Contingency and Situational Theory
- Substitutes for Leadership

  Emerging Issues in Leadership
- Transformational Model
- Charismatic Leadership
- Empowerment Perspectives
- Emotional Intelligence
- Followership

Module/Date	**Readings & Exercises**

Week 12 – April 7-13   Nelson & Quick – Ch. 11

Module 12: Power, Politics, and Influence

  Power
- Types of Power
- Models of Power/Influence
- Symbols of Power
- Sources of Power
- Positive and Negative Power

  Politics
- Organizational as Political Systems
- Political Potential
- Political Tactics

  Political Behavior
- Influence
- Tactics
- Influence and Political Games

Week 13 – April 14-20   Nelson & Quick – Ch. 16

Module 13: Organizational Culture

  Components of Culture
- Components of Organizational Culture
- Role of Leader/Founder
- Organizational Culture and Socialization

  Assessing Organizational Culture
- Diagnostic Models
- Diagnostic Procedures

  Culture Changes and Transformation
- Evolutionary Systems
- Norms, Rules, Reward Systems
- Role of Leaders and Followers
- Adaptive and Flexible Cultures

Module/Date	**Readings & Exercises**
Week 14 – April 21-27	Nelson & Quick – Chs. 17 & 18
Module 14: Organizational Development/Organizational Change and Career Management	Complete Team Evaluation (Teamwork Modules)

Week 14 – April 21-27
Module 14: Organizational Development/Organizational Change and Career Management
  Organizational Development/Organizational Change
- Requirements for Planned Change
- Resistance to Change and Readiness
- Models for Planned Change
- Targets for Change
- Techniques Used to Produce Change
- Contemporary Change Management
- Change Dynamics

Career Management
- Career Stages
- Contemporary Careers
- Organizations and Careers

Optional Individual Module-Complete by April 30
Module 15: Organizational Design, Structure, and Job Design

Optional Individual Module-Complete by April 30 — Nelson & Quick – Chs. 14 & 15

  Organizational Design Characteristics
- Factors Influencing Structure
- Functional Structures
- Product Structures
- Matrix Structures
- Hybrid Structures
- Power Structures
- Reengineering
- Contingency Approaches to Structure/Design

Environmental Considerations
- Task Environment
- Technology
- Resource Dependency
- Size, Goals, and Strategy
- Managing Hyperturbulence

FINAL EXAM – May 5
Comprehensive final exam covering all the concepts from the entire semester. Location will be announced.

Each week (except the 1ˢᵗ week), your team will be asked to develop and submit a written film analysis or provide a presentation. Each film clip is available in the Blackboard module. Each analysis will consist of two parts, one that involves concept application and one that involves altering the scene. **Written film analyses must follow the correct format as specified in the Film Analysis Template found in the Orientation section. Film Analysis Presentations should follow the same format and be no more than 12 minutes.** Grading criteria for the film analyses can be found in the Orientation section. A schedule will be posted so each team knows when they will be presenting.

PART I

For part 1, each team member will be asked to identify and apply 5 relevant concepts from the textbook that you see illustrated in the film and post these to the appropriate group discussion forum. See the thread titled "Concept Application – Part I" on your team discussion board in your first film analysis forum for more details. From all of your individual team members' postings, decide as a team on your top 10 concepts/applications and include these in part 1 of the film analysis template. In your observations be very specific (e.g., cite examples) and make sure to apply each concept correctly and precisely. Warning: Do not look at the forum in advance and copy another team members' postings in any shape or form. Doing so will result in a grade penalty and further charges for academic dishonesty (See Honesty Policy). Having the same concepts listed as another student will happen by chance, but your observations and specific application must be original and of your own. Some (but not all) of the concepts are listed in the <u>Key Terms</u> section at the end of each Nelson and Quick chapter.

PART II

For part 2, as a team think about the scene and the concepts from the readings and then alter the scene for greater impact using one or more key concepts. For example, in some film clips a character might have been able to do or say something differently to be more effective based on things that you learned in the chapter. Change what the character says or does and describe it in detail (you may include actual scripted dialogue) and then explain, using your collective understanding of the concept(s), why this course of action is more effective. Your explanation must demonstrate a comprehensive understanding of the concept(s) that you use to justify your scene alteration. All team members are required to post a discussion thread with some substantive input for scene alteration. **Be sure to boldface all concepts or terms from the chapter** that you include in your explanation.

Module	Film (Source)	Due Date
2/3	Take The Lead (N&Q, p. 212)	Feb. 2
4	Because I Said So (N&Q, p. 110)	Feb. 9
5	The Emperor's Club (N&Q, p. 146)	Feb. 16
6	The Upside Of Anger (N&Q, p. 248)	Feb. 23
7	Friday Night Lights II (N&Q, p. 287)	Mar. 2

8	Roscoe Jenkins (N&Q, p. 475)	Mar. 9
9	Friends With Money (N&Q, p. 321)	Mar. 23
10	Failure To Launch (N&Q, p. 361)	Mar. 30
11	Doomsday (N&Q, p. 436)	Apr. 6
12	Flash Of Genius (N&Q, p. 397)	Apr. 13
13	Charlie Wilson's War (N&Q, p. 584)	Apr. 20
14	Field of Dreams (N&Q, p. 659)	Apr 27
15	Rendition (N&Q, p. 549) – *Optional Individual*	Apr 30

Note: Please submit the above work in MS Word (or MS PowerPoint if assigned to present). Label the file as (ModXTeamX). Please do not underscore any part of the label. Submit this work in Blackboard by due date. All assignments will be graded within 7 days of due date.

PERSONAL PORTFOLIO

The personal portfolio is designed to assist students in integrating and applying the course material to their personal work life and career plans. Use the template provided in the Blackboard Orientation area. This portfolio will provide an opportunity to engage in numerous self-assessment and reflective exercises designed to generate valuable insights relative to your personal experience and career aspirations.

Note: All portfolio work is to be completed in the "My Personal Portfolio" Template, which can be found under your Blackboard Orientation section.

<u>Suggested Assessment Schedule for Personal Portfolio</u>

Assessment	Source	Recommended Completion Date
• Learning Style and Learning Issues	Learning Style Inventory Nelson & Quick (p. 21)	Jan. 26
	The Task-Goal Attribute Questionnaire Nelson & Quick (p. 207)	Jan. 26
• Motivation/ Empowerment	Are You An Empowered Employee? Nelson & Quick (p. 414)	Feb. 2
• Personality	MBTI Typology http://www.humanmetrics.com/cgi-win/JTypes2.asp	Feb. 9
	Big Five Personality Test http://www.outofservice.com/bigfive/	Feb. 9
	Emotional Intelligence (EI) Nelson & Quick (p. 630)	Feb. 9
• Attitudes and Values	Protestant Ethic Nelson & Quick (p. 163)	Feb. 16
	Assess Your Flexibility Skills Nelson & Quick (p. 652)	Feb. 16
• Job Satisfaction	Assess Your Job Satisfaction Nelson & Quick (p. 126)	Feb. 16

Assessment	Source	Recommended Completion Date
• Stress	Are You Self-Reliant? Nelson & Quick (p. 252)	Feb. 23
	The Frazzle Factor Nelson & Quick (p. 237)	Feb. 23
• Communication Style	Test Your Verbal Incivilities Nelson & Quick (p. 289)	Mar. 2
• Negotiations/ Conflict Styles	What is Your Conflict Handling Style? Nelson & Quick (p. 495)	Mar. 9
• Decision Making/ Problem Solving	What Side of Your Brain Do You Favor? Nelson & Quick (p. 359)	Mar. 30
	Tolerance for Ambiguity Survey Nelson & Quick (p. 676)	Mar. 30
• Leadership/ Followership	What is Your Leadership Potential? Nelson & Quick (p. 454)	Apr. 6
	How Does Your Supervisor Lead Nelson & Quick (p. 436)	Apr. 6
• Organizational Culture	Organizational Culture and Ethics Nelson & Quick (p. 613)	Apr. 20

Due date for Personal Portfolio is April 30th at 11:59 p.m. Late work will not be accepted.

Note: Students are strongly advised to complete the assessments on or before the recommended date. Otherwise the volume of work, as well as technical difficulties could prevent submission, thus jeopardizing 10% of total grade. Portfolios that are not completed (all parts) will not be graded.