



This course supports the assessments for Organizational Behavior and Leadership. The course covers 6 competencies and represents 3 competency units.

Introduction

Overview

In today's increasingly competitive global market, companies are finding that what used to be minor considerations have much greater importance. Aspects of a business, such as culture, leadership, teamwork, and behavior, now have a much more prominent role.

Think about the difference between the corporate culture of Google, one of the most successful companies in the past decade, and AIG, one of the most disgraced companies in the past decade. Google set out to establish a clear sense of its corporate identity and culture, and has based its organization on that. AIG, on the other hand, allowed a culture to evolve that was counterproductive to its original intent of doing business, and the results speak for themselves. Your study of organizational behavior will introduce the underlying principles of culture, leadership, teamwork, and behavior so that you will be able to understand and apply them in your own work experience.

Watch the following introduction video for this course:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Competencies

This course provides guidance to help you demonstrate the following 6 competencies:

- **Competency 317.1.1: Behavioral Influences**
The graduate can describe the effects of specified influences on individual behavior.
- **Competency 317.1.2: Group Development**
The graduate can recommend appropriate principles or techniques for guiding the development of a group.
- **Competency 317.1.3: Teams and Team Building**
The graduate can determine which type of team and team leadership should be used to accomplish a task or project.
- **Competency 317.1.4: Organizational Culture**
The graduate analyzes the culture within an organization to determine how to work effectively within that organization.
- **Competency 317.1.5: Leadership**
The graduate can analyze leadership theories, methods, and tools in given situations and select the appropriate behavior of the leader.
- **Competency 317.1.6: Performance Evaluation**
The graduate can develop and recommend how to implement effective performance-evaluation processes.



Course Instructor Assistance

As you prepare to successfully demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources

You will be automatically enrolled at the activity level for the following learning resources. Simply click on the links provided in the activities to access the learning materials.

VitalSource E-Texts

The following textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.

- Robbins, S. P., & Judge, T. J. (2012). *Organizational behavior* (15th ed.). Prentice Hall. ISBN-13: 9780132834872.

Note: This e-text is available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through VitalSource or a retailer of your choice. If you choose to purchase the text from a retailer, please use the ISBN listed to ensure that you receive the correct edition.

Directions for purchasing a printed text from VitalSource:

1. *Access the text using the course links.*
2. *Click on the Main Menu Icon in the upper left corner.*
3. *Click Print on Demand*



4. *If your text is available, it will be listed.*
5. *Click on the text and follow the prompts for purchasing the book.*

For more information, review the [Print on Demand Option for VitalSource Texts: Help](#) documentation.

IMPORTANT NOTE: As you read the various assigned chapters in the e-text provided in this course, you may occasionally encounter situations in which the e-text reading indicates that you should visit an outside website to view other content or participate in another activity such as the Self-Assessment Library. It is not possible to click on embedded links within the e-text and be re-directed to other websites. It is also NOT possible to edit or make other changes within the e-text itself, as this content is created by the publisher in a digital format. Please ignore all instructions redirecting you to an outside website.

SkillSoft and Books 24x7

You will access SkillSoft items at the activity level within this course. For more information on accessing SkillSoft items, please see the "[Accessing SkillSoft Learning Resources](#)" page.

Topics and Pacing

This outline suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow these guidelines carefully to complete the course in the suggested timeframe.

- Week 1:
 - Individual Behavior
- Week 2:
 - Group Development
- Week 3:
 - Teams and Team Building
- Week 4:
 - Organizational Culture
- Week 5:
 - Leadership
- Week 6:
 - Performance Evaluation

Behavior Influences

Individuals behave in certain ways for particular reasons. Reasons for behavior stem from various influences. These influences can be classified into general categories, such as biological, personal, social, or environmental. Individuals can modify the behaviors based on some influences more easily than they can modify the behaviors based on others.

Individual Behavior

Dealing with influences on the behavior of individuals within an organization is an integral part of a manager's responsibilities and has a clear impact on the overall performance of an organization's workforce. Understanding these influences and how managers should respond to them is key to a productive work.



This topic addresses the following competency:

- **Competency 317.1.1: Behavioral Influences**

The graduate can describe the effects of specified influences on individual behavior.

This topic highlights the following key concepts:

- Perception
- Value systems
- Intrinsic and extrinsic factors of motivation
- Theories of motivation

Personality and Values

Read the following chapter in *Organizational Behavior*:

- [chapter 5 \("Personality and Values"\)](#)

Work through the [chapter 5 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 5 video:

Note: The correct answer for question #3 is B; the captioning in the video is in error.

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Perception and Individual Decision Making

Read the following chapter in *Organizational Behavior*:

- [chapter 6 \("Perception and Individual Decision Making"\)](#)

Work through the [chapter 6 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 6 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Motivation Concepts



Read the following chapter in *Organizational Behavior*:

- [chapter 7 \("Motivation Concepts"\)](#)

Work through the [chapter 7 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 7 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Review of Concepts: Behavior Influences

Complete the following SkillSoft modules and review their associated SkillBriefs and Job Aids:

- [Emotions, Mindsets, and Coaching](#)
- [Coaching Performance](#)

Group Development

A number of theoretical models have been developed to explain how certain groups change over time. In some cases, the type of group being considered had influenced the model of group development that was proposed, as in the case of therapy groups. In general, some of these models view group change as regular movement through a series of "stages," while others view them as "phases" that groups may or may not go through and which might occur at different points of a group's history. Attention to group development over time has been one of the differentiating factors between the study of ad hoc groups and the study of teams such as those in the workplace, the military, sports, and many other contexts.

Group Development

Many different researchers and theorists have studied groups to understand how they develop. This section will cover the techniques and methods for group development. Group development covers a wide range of different concepts and strategies in order to build and maintain effective groups within an organization.

This topic addresses the following competency:

- **Competency 317.1.2: Group Development**
The graduate can recommend appropriate principles or techniques for guiding the development of a group.

This topic highlights the following key concepts:



- Techniques for guiding group development
- The five-stage group development model
- Group roles and group norms
- Factors of group cohesiveness
- Conflict resolution techniques

Foundations of Group Behavior

Read the following chapter in *Organizational Behavior*:

- [chapter 9 \("Foundations of Group Behavior"\)](#)

Work through the [chapter 9 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 9 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Conflict and Negotiation

Read the following chapter in *Organizational Behavior*:

- [chapter 14 \("Conflict and Negotiation"\)](#)

Work through the [chapter 14 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 14 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Review of Concepts: Group Development

Complete the following SkillSoft modules and review their associated SkillBriefs and Job Aids:

- [Group Problem Solving and Decision Making](#)
- [Team Dynamics](#)

Teams and Team Building

Team building refers to a wide range of activities, usually in a business context, for improving team performance. Team building is pursued via a variety of practices and can range from simple bonding activities to activities designed to develop a team (including group assessment and group-dynamic games), usually falling somewhere in between.



Teams and Team Building

Effective team building involves establishing ownership of shared goals, removing barriers to achieving those goals, employing resources that facilitate achievement of goals, and using team building processes to increase team performance.

This topic addresses the following competency:

- **Competency 317.1.3: Teams and Team Building**
The graduate can determine which type of team and team leadership should be used to accomplish a task or project.

This topic highlights the following key concepts:

- Work groups and work teams
- Cross-functional work teams
- Virtual teams
- Team failure
- Reward systems

Understanding Work Teams

Read the following chapter in *Organizational Behavior*:

- [chapter 10 \("Understanding Work Teams"\)](#)

Work through the [chapter 10 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 10 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Review of Concepts: Teams and Team Building

Complete the following SkillSoft modules and review their associated SkillBriefs and Job Aids:

- [Facilitating Meetings and Work Groups](#)
- [Coaching Teams and Personalities Simulation](#)
- [Launching Successful Virtual and On-Site Teams](#)



Organizational Culture

Organizational culture is an idea in the field of organizational studies and management that describes the psychology, attitudes, experiences, beliefs, and values (personal and cultural) of an organization.

Organizational Culture

Organizational culture is the personality of the organization. Some corporate cultures are very strict and formal while others are more laid-back and informal. Some organizational cultures reward processes while others reward innovation.

This topic addresses the following competency:

- **Competency 317.1.4: Organizational Culture**

The graduate analyzes the culture within an organization to determine how to work effectively within that organization.

This topic highlights the following key concepts:

- Organizational culture
- Functional and a dysfunctional organizational culture

Organizational Culture

Read the following chapter in *Organizational Behavior*:

- [chapter 16 \("Organizational Culture"\)](#)

Work through the [chapter 16 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 16 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Review of Concepts: Organizational Culture

Complete the following SkillSoft modules and review their associated SkillBriefs and Job Aids:

- [Organizational Culture and Leadership](#)
- [Changing Corporate Culture](#)

Leadership

In an intelligently-managed organization, leadership is not a randomly operating process; it is a purposeful force requiring joint effort. It is management's role to ensure that this organizational



leadership has a substantive and meaningful core around which to form itself and to give it traction for advancing the organization toward its stated ends.

Leadership

Organizational leadership focuses on building leadership skills that are applicable across industries and specific disciplines. This section will focus on the strategic relationship between leadership theories, practices, and organizational goals.

This topic addresses the following competency:

- **Competency 317.1.5: Leadership**

The graduate can analyze leadership theories, methods, and tools in given situations and select the appropriate behavior of the leader.

This topic highlights the following key concepts:

- Leadership theories, methods, and tools
- Transformational and transactional leaders
- Charismatic leadership
- Contingency theories of leadership
- Conflict resolution

Contemporary Issues in Leadership

Read the following chapter in *Organizational Behavior*:

- [chapter 12 \("Leadership"\)](#)

Work through the [chapter 12 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 12 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

What Is Organizational Behavior?

Read the following chapter in *Organizational Behavior*:

- [chapter 1 \("What Is Organizational Behavior?"\)](#)



Work through the [chapter 1 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 1 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Review of Concepts: Leadership

Complete the following SkillSoft modules and review their associated SkillBriefs and Job Aids:

- [Business Coaching](#)
- [Managing From Within: Self-Empowerment](#)

Performance Evaluation

Performance assessment methods for individuals and teams seek the measurement about productivity, fit, and competency of employees contributing to the greater good of an organization. Performance appraisal surveys and evaluations hope to achieve higher productivity outcomes by delineating how employees meet job specifications. A major challenge for performance appraisal systems is to define performance standards while maintaining objectivity.

Performance Evaluation

Performance evaluations serve numerous purposes in an organization. They help management man make human resource decisions regarding things like termination, promotions, and compensation, and they showcase an employee's strengths and pinpoint weaknesses in an employee's performance.

This topic addresses the following competency:

- **Competency 317.1.6: Performance Evaluation**
The graduate can develop and recommend how to implement effective performance evaluation processes.

This topic highlights the following key concepts:

- Performance evaluation processes
- Performance evaluations and motivation
- 360-degree performance evaluations

Power and Politics

Read the following chapter in *Organizational Behavior*:

- [chapter 13 \("Power and Politics"\)](#)



Work through the [chapter 13 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 13 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Human Resources Policies and Procedures

Read the following chapter in *Organizational Behavior*:

- [chapter 17 \("Human Resource Policies and Practices"\)](#)

Work through the [chapter 17 multiple choice questions](#) using the knowledge you learned while reading the chapter.

After completing the multiple choice questions, watch the chapter 17 video:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Review of Concepts: Performance Evaluation

Complete the following SkillSoft modules and review their associated SkillBriefs and Job Aids:

- [360-Degree Performance Appraisal Simulation](#)
- [About 360-Degree Performance Feedback](#)

Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete the assessments, schedule and complete your assessments now.