

## KINICKI, ORGANIZATIONAL BEHAVIOR, 2E

### Connect<sup>®</sup> Organizational Behavior Content Matrix

This Connect course contains a variety of different content resources for you to assign to your students. This document was created to assist you in your planning of the course assignments.

#### General notes:

- Assign Interactive Applications to your students and make their performance part of their final course grade (minimum of 10-15% to encourage student compliance).
- Don't become student's tech support. Ask students to call McGraw-Hill's CXG support team at 1-800-331-5094 or contact us by visiting <http://mpss.mhhe.com/contact.php>. They should only come to you with a CXG ticket # in hand so you may follow-up.
- Always make assignments due during tech support hours so students are always able to get their issues resolved before the due date. CXG hours can be found at the above URL.

#### LearnSmart/SmartBook

- *LearnSmart*/SmartBook makes study time as productive and efficient as possible. It identifies and closes knowledge gaps through a continually adapting reading experience that provides and introduces personalized learning resources at the precise moment of need. This ensures every minute spent with SmartBook is returned to the student as the most value-added minute possible. The result? More confidence, better grades, and greater success.
- Align assignments with your syllabus and lectures so as to expose students to the foundational terminology, concepts and principles as they appear in class.
- Encourage students to return to previous *LearnSmart* assignments to practice challenging topics, refresh their knowledge, and increase their retention of course concepts.
- Share your plans to use *LearnSmart* with students by including your expectations for their use of LearnSmart in the syllabus and discussing LearnSmart with them during the first week of class.
- The assignment results report area in *Connect* will record your student's highest level of mastery for each *LearnSmart* assignment by the due date you have set.
- The *LearnSmart* results report will record data in real-time, should students continue to use the modules for self-study after the due date.

## Application Exercises (AEs)

- AEs are composed of several different formats that ask students to apply chapter concepts to a real world scenario, and include:
  - **Click & Drag** activities motivate students to apply concepts within the context of a scenario or case. It provides a way for students to work through a mini-example and how it relates to the theory.
  - **Video Cases** empower students to apply concepts to a real-life product, case, or company, fostering their ability to think critically. Each video is accompanied by review questions.
  - **Case Analyses** direct students to apply chapter's objectives to a real-world based company/individual and determine the best course of action for the company/individual through a series of questions, which is crucial in business as it provides critical application of concepts.
  - **Iselt Videos** are brief, contemporary introductions to key course concepts that often perplex students, this series will enhance your student-centered instruction by offering your students dynamic illustrations that guide them through the basics of core OB concepts such as motivation, leadership, socialization, and more.
  - **Cumulative Case** is a capstone activity that provides students the opportunity to apply the 3-Step Problem-Solving Approach on an actual situation affecting a specific firm (Volkswagen). The case examines issues at the individual, group, and organizational levels and can be used in parts of as a comprehensive assignment or exam.
- Each chapter contains 4-7 AE assignments. Each of these activities will take the average student about 15 minutes. We recommend you create separate assignments for each IA assignment to allow students to complete an assignment faster.
- We've organized all assignments by chapter and learning objective within each chapter. This allows you to select assignments for your course based on learning objective, topic, or comprehension level.
- All assignments listed below are auto-graded.

## Manager's Hot Seat Videos

Students assume the role of a manager as they immerse themselves in video-based vignettes that are totally unscripted, and see how real managers in realistic situations deal with difficult employees with complex problems. Students learn from the manager's mistakes and define their approach, and course of approach.

## Self-Assessments

Self-awareness is a fundamental aspect of professional and personal development. Our 90 researched-based self-assessments give students frequent opportunities to see how organizational behavioral concepts apply to them personally. New to this edition is structured feedback that explains how students should interpret their scores. This feedback is followed immediately by self-reflection quizzes that assess students' understanding of the characteristics being measured and the action steps they may want to take for improvement.

Chapter	Assignment Type	Title	Topic(s)	Learning Objective(s)	AACSB Accreditation Tagging	Bloom's Taxonomy
1	Click and Drag	Soft vs. Hard Skills	Soft and Hard Skills, Organizational Behavior (OB)	01-01	Analytical Thinking	Analyze
1	Click and Drag	Unethical Behavior: Causes and Consequences	Right Vs. Wrong – Ethics and My Performance	01-02	Analytical Thinking	Analyze, Understand
1	Click and Drag	What Can I Do About Unethical Behavior?	Ethics, Ethical Behavior	01-02	Reflective Thinking	Apply
1	Video Case	HP CEO Firing	Ethics, Ethical Behavior	01-02	Analytical Thinking	Analyze
1	Case Analysis	What it Takes to Become a Management Consultant	Job Enrichment, Job Involvement	01-01, 01-03	Reflective Thinking	Analyze
1	Problem-Solving Application Case Analysis	Technology: A Situation Factor that Affects My Performance	Organizational Behavior (OB)	01-04	Analytical Thinking	Application
1	Problem-Solving Application Case Analysis	United Airlines: How Do We Get There From Here?	Organizational Behavior (OB)	01-04	Analytical Thinking	Application
1	Self-Assessment	How Strong Is My Motivation to Manage?	Manager		Reflective Thinking	Apply
1	Self-Assessment	Assessing My Perspective on Ethics	Ethical Behavior Ethics		Ethics Reflective Thinking	Apply
1	Self-Assessment	Assessing Your Problem-Solving Potential	Problem Solving		Reflective Thinking	Apply
2	Click and Drag	Attitudes Affect Behavior via Intentions	Attitudes	02-02	Analytical Thinking	Apply, Analyze
2	Click and Drag	Causes of Job Satisfaction	Key Workplace Attitudes, Job Satisfaction	02-03	Analytical Thinking	Apply, Analyze
2	Click and Drag	Employee Engagement: Factors and Outcomes	Key Workplace Attitudes, Job Satisfaction, Employee Engagement	02-03	Analytical Thinking	Understand

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2	Click and Drag	The Outcomes Associated with Job Satisfaction	Major Correlates and Consequences of Job Satisfaction The Causes of Job Satisfaction	02-05	Analytical Thinking	Analyze
2	Timeline / Sequencing	Schwartz's Value Theory	Schwartz's Value Theory	02-01	Analytical Thinking	Apply, Analyze
2	Video Case	Company Values and Job Satisfaction at Patagonia	Job Satisfaction, Values, Workplace Attitudes	02-01, 02-03, 02-04, 02-05	Analytical Thinking	Analyze
2	Case Analysis	Herman Miller's Sustainable Vision	Values, Workplace Attitudes, Job Satisfaction	02-01, 02-02, 02-05	Reflective Thinking	Analyze
2	Problem-Solving Application Case Analysis	Southwest Pilots Stage an Informational Picket. What Should Management Do?	Values, Workplace Attitudes, Job Satisfaction, Schwartz's Value Theory, Cognitive Dissonance, Azjen's Theory of Planned Behavior	02-01, 02-02, 02-04	Analytical Thinking	Apply
2	Problem-Solving Application Case Analysis	What to Do about Bullying	Values, Workplace Attitudes, Job Satisfaction, Stress	02-04	Analytical Thinking	Apply
2	Problem-Solving Application Case Analysis	Employee Attitudes and Turnover Are Issues at Yahoo!	Values, Workplace Attitudes, Job Satisfaction, Schwartz's Value Theory, Employee Engagement, Stress	02-02, 02-03, 02-04	Analytical Thinking	Apply
2	Video Case	Manager's Hot Seat: Bullying in the Workplace	Job Satisfaction, Workplace Attitudes, Employee Engagement, Schwartz's Value Theory	02-01, 02-02, 02-03, 02-04, 02-05	Knowledge Application	Apply
2	Self-Assessment	What Are My Core Values?	Values		Reflective Thinking	Apply
2	Self-Assessment	To What Extent Am I Engaged in My Studies?	Values, Workplace Attitude, Employee Engagement		Reflective Thinking	Understand
2	Self-Assessment	How Satisfied Am I with My Present Job?	Job Satisfaction, Workplace Attitude		Reflective Thinking	Understand
2	Self-Assessment	Assessing Your Attitudes toward Unions			Reflective Thinking	Apply
2	Self-Assessment	Assessing Your Satisfaction with Your College or University Experience	Core Self-Evaluation		Reflective Thinking	Apply
3	Click and Drag	Emotional Intelligence	Emotional Intelligence	03-05	Analytical Thinking	Analyze

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3	Click and Drag	Gardner's Eight Intelligences	Multiple Intelligences	03-02	Analytical Thinking	Analyze, Apply
3	Click and Drag	Relative Stability of Individual Differences	Individual Differences	03-01	Analytical Thinking	Analyze, Apply
3	Click and Drag (Section Break)	Self-Efficacy Beliefs: Sources and Means for Improvement	Core Self-Evaluations, Self-Efficacy, Self-Esteem, Locus of Control, Emotional Stability	03-04	Analytical Thinking	Analyze
3	Video Case	Andre Thornton - Key Individual Differences	Individual Differences	03-01	Analytical Thinking	Analyze, Apply
3	Click-Drag	Advice about Personality Testing at Work	Personality, Personality testing, Organizational behavior (OB)	03-03	Technology	Understand
3	Click-Drag	Proactive Personality	Personality, Personality Testing, Organizational behavior (OB), Leader effectiveness	03-03	Analytical Thinking	Remember
3	Click Drag	Core Self-Evaluations	Core Self-Evaluations: How My Efficacy, Esteem, Locus, And Stability Affect My Performance	03-04	Analytical Thinking	Analyze
3	Case Analysis	Why Are Employees Leaving Google? Facebook? Who's Next?	Multiple Intelligences, Personality	03-01, 03-03	Analytical Thinking	Application
3	Problem-Solving Application Case Analysis	"Some days you're the fire hydrant and some days you're the dog."	Emotional Intelligence	03-05	Analytical Thinking	Application
3	Problem-Solving Application Case Analysis	Amazon to Competition: We Will Crush You! Amazon to Employees: We Will Churn You!	Individual differences, Personality, Big Five Model, Proactive Personality	03-01, 03-03	Analytical Thinking	Application
3	iSeelt Video Case	Core Self-Evaluations	Core Self-Evaluations	03-04	Analytical Thinking	Apply
3	Self-Assessment	What Is My Big Five Personality Profile?	Personality		Reflective Thinking	Apply
3	Self-Assessment	How Proactive Am I?	Personality		Reflective Thinking	Apply
3	Self-Assessment	How Positively Do I See Myself?	Positive Emotions Self-Efficacy Self-Esteem		Reflective Thinking	Apply
3	Self-Assessment	Assessing Your Entrepreneurial Orientation	Ethical Behavior Ethical Climate		Reflective Thinking	Apply

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3	Self-Assessment	Assessing Your Entrepreneurial Orientation	Ethical Behavior Ethical Climate		Reflective Thinking	Apply
3	Self-Assessment	Assessing Your Global Manager Potential SEEMS OUT OF PLACE (BELONGS IN CH 2?)	Diversity Globalization		Diversity Reflective Thinking	Apply
3	Self-Assessment	Assessing Your Career Vision and Plan	Planning		Reflective Thinking	Apply
3	Self-Assessment	Is a Career in HR Right for You?			Reflective Thinking	Apply
3	Self-Assessment	How Adaptable Are You?	Adaptive Change		Reflective Thinking	Apply
3	Self-Assessment	Where Do You Stand on the Big Five Dimensions of Personality?	Big Five Personality Dimensions		Reflective Thinking	Apply
3	Self-Assessment	What Is Your Level of Emotional Intelligence?	Emotional Intelligence		Reflective Thinking	Apply
4	Case Analysis	LeasePlan Effectively Manages Diversity	Diversity, Workplace Diversity, Causal Attributions	04-003, 04-06	Reflective Thinking, Analytical Thinking	Analyze
4	Click and Drag	Model of Person Perception	Perception, Role perception, Social Perception	04-01	Analytical Thinking	Understand
4	Video Case	Todd McFarlane - Personality and Perception	Stereotype, Stereotyping, Kelley's Model of Attribution, Causal Attributions, Self-Serving Bias, Perception	04-01, 04-02, 04-03	Diversity, Analytical Thinking, Knowledge Application	Understand, Apply
4	Problem-Solving Application Case Analysis	64-Year-Old Male Sues Staples for Wrongful Termination and Age Discrimination	Workforce Diversity	04-07	Analytic	Apply
4	Problem-Solving Application Case Analysis	White, Male, and Asian: The Diversity Profile of Technology Companies	Workforce Diversity	04-06	Analytic	Apply
4	Self-Assessment	Attitudes about Working with Older Employees SA 4.1	Diversity		Diversity, Reflective Thinking	Apply

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4	Self-Assessment	Assessing an Organization's Diversity Climate	Diversity, Organizational Climate, Organizational Culture		Diversity, Reflective Thinking	Apply
4	Self-Assessment	How Does Your Diversity Profile Affect Your Relationships with Other People?	Diversity		Diversity, Reflective Thinking	Apply
4	Self-Assessment	Assessing Your Consumer Ethnocentrism	Ethnocentrism		Diversity, Reflective Thinking	Apply
5	Click and Drag	Equity Theory	Process Theories of Motivation	05-03	Analytical Thinking	Analyze
5	Click and Drag	Expectancy Theory	Process Theories of Motivation	05-03	Analytical Thinking	Analyze
5	Click and Drag	Motivating Employees Through Job Design	Job Design	05-04	Analytical Thinking	Analyze
5	Click and Drag	Contrasting Content Theories of Motivation	Content Theories of Motivation	05-02	Analytical Thinking	Analyze
5	Click and Drag	Motivational Theories	Content Theories of Motivation Process Theories of Motivation	05-02, 05-03	Analytical Thinking	Analyze, Apply
5	Video Case	Employee Motivation at Hot Topic	Equity Theory, Expectancy Theory, Motivator-Hygiene Theory, Job Characteristics Model	05-02, 05-03, 05-04	Analytical Thinking	Analyze, Understand
5	Problem-Solving Application Case Analysis	What's Going on at the Arizona Department of Child Safety?	Motivating Factors, Motivation-Hygiene Theory, Self-Determination Theory	05-01, 05-02	Analytical Thinking	Analyze, Understand
5	Problem-Solving Application Case Analysis	Corporate Boards Lower Instrumentalities	Expectancy Theory	05-03	Analytical Thinking	Analyze
5	Problem-Solving Application Case Analysis	Motivating Students Using Expectancy Theory	Content theories of motivation, Expectancy theory	05-03	Analytical Thinking	Analyze
5	Problem-Solving Application Case Analysis	Dan Price Establishes a Minimum Salary for All Employees	Content Theories of Motivation, Equity Theory, Motivator-Hygiene Theory	05-01, 05-02, 05-03	Analytical Thinking	Analyze
5	iSeelt Video Case	Job Characteristics Model	Job Characteristics Model	05-04	Analytical Thinking, Remember	Understand, Apply
5	iSeelt Video Case	Expectancy Theory	Motivation	05-04	Analytical Thinking	Remember, Apply, Understand



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5	Self-Assessment	What Is the Status of My Acquired Needs?	Acquired Needs Theory		Reflective Thinking	Apply
5	Self-Assessment	Measuring Perceived Interpersonal Treatment	Interpersonal Processes		Reflective Thinking	Apply
5	Self-Assessment	To What Extent Have I Used Job Crafting?	Job Crafting		Reflective Thinking	Apply
5	Self-Assessment	Creating an I-Deal	Job Design		Reflective Thinking	Apply
5	Self-Assessment	What Is Your Orientation toward Theory X/Y?	Theory X and Y		Reflective Thinking	Apply
5	Self-Assessment	Assessing Your Intrinsic/Extrinsic Motivation	Motivation		Reflective Thinking	Apply
5	Self-Assessment	Assessing Motives Associated with Self-Determination	Self-Determination Theory		Reflective Thinking	Apply
6	Click and Drag	Commonly Found Perceptual Errors	Performance Management Processes, Evaluating Performance	06-04	Analytical Thinking	Analyze
6	Click and Drag	Contingency Approach to Defining Performance	Evaluating performance, Contingency Approach to Defining Performance	06-02	Analytical Thinking	Analyze
6	Click and Drag	Managing Goal Setting	Define Performance – Expectations and Setting Goals	06-02	Analytical Thinking	Apply
6	Click and Drag	Monitoring Performance through Goal Measurement	Evaluating Performance	06-04	Analytical Thinking	Analyze
6	Click and Drag	Reinforcement Schedules	Reinforcement Theory	06-07	Knowledge Application	Analyze
6	Click and Drag	The Building Blocks of an Effective Reward System	Provide Consequences – Administer Rewards and Punishment	06-05	Analytical Thinking	Analyze, Apply
6	Video Case	Foundations of Motivation - Hot Topic	Goal Setting Theory	06-02	Analytical Thinking	Analyze
6	Problem-Solving Application Case Analysis	How Much Would You Pay Fannie and Freddie?	Performance Management (PM)	06-01	Analytical Thinking	Apply
6	Problem-Solving Application Case Analysis	Garbage... Not Just the Work but the Outcomes Too	Performance Management (PM), Types of Rewards	06-01, 06-06, 06-07	Analytical Thinking	Apply
6	Problem-Solving Application Case Analysis	Why Are Some Companies Yanking Forced-Ranking?	Performance management (PM)	06-01	Analytical Thinking	Analyze
6	iSeelt Video Case	Contingent Consequences	Contingent Consequences	06-06	Analytical Thinking	Apply



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6	Self-Assessment	What Is My Desire for Performance Feedback?	Feedback		Reflective Thinking	Apply
6	Self-Assessment	What Rewards Do You Think Employees Value Most?	Rewards		Reflective Thinking	Apply
6	Self-Assessment	Assessing the Quality of Goal Setting within an Organization	Goal Setting		Reflective Thinking	Apply
6	Self-Assessment	Assessing the Quality of HR Practices			Reflective Thinking	Apply
6	Self-Assessment	Assessing the Innovation and Learning Perspective of the Balanced Scorecard			Reflective Thinking	Apply
7	Case Analysis	Stewart's Shops: A Nice Place to Be	Positive OB	07-01	Reflective Thinking	Analyze
7	Click and Drag	Flourishing	Flourishing	07-06	Analytical Thinking	Analyze
7	Click and Drag	Positive Psychological Capital	Positive Psychological Capital	07-04	Analytical Thinking	Analyze
7	Click and Drag	10 Most Frequent Positive Emotions	Positive OB	07-02	Analytical Thinking	Analyze
7	Click and Drag	Creating a Climate that Fosters POB	Positive OB	07-05	Analytical Thinking	Analyze
7	Video Case	Call Centers and Customer Service	Positive OB, Mindfulness	07-02, 07-03	Analytical Thinking	Analyze
7	Problem-Solving Application Case Analysis	Whole Foods Market: More Than Profits and More Than Organics	Positive OB	07-01	Analytical Thinking	Apply
7	Problem-Solving Application Case Analysis	Does Forever 21 Foster Positivity?	Positive OB, Positivity Effect	07-05	Analytical Thinking	Analyze, Apply
7	Self-Assessment	Learn Your Personal Positivity Ratio	Positivity Effect		Reflective Thinking	Apply
7	Self-Assessment	What Is My Level of Mindfulness?	Mindfulness		Reflective Thinking	Apply
7	Self-Assessment	What Is My Level of PsyCap?	Positive Psychological Capital		Reflective Thinking	Apply
8	Case Analysis	A Transatlantic Team Learns the Ropes	Group Characteristics, Teams-The Power of Common Purpose, Keys to Team Effectiveness, Trust Building and Repair-Essential Tools for Success	08-01, 08-03, 08-06, 08-07	Analytical Thinking	Analyze, Apply

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8	Click and Drag	Four Sociological Criteria of a Group	Group Characteristics	08-01	Analytical Thinking	Analyze
8	Click and Drag	Building an Effective Team	Team Building, Team Interdependence	08-05	Analytical Thinking	Analyze
8	Click and Drag	Characteristics of an Effective Team	Team Characteristics	08-07	Analytical Thinking	Analyze
8	Click and Drag	Common Teamwork Competencies	Team Interdependence	08-05	Analytical Thinking	Analyze
8	Click and Drag	Effective Virtual Team Participation and Management	Virtual Team	08-07	Analytical Thinking	Analyze
8	Click and Drag	Functions of Formal Groups	Formal Group, Group Functioning	08-02	Analytical Thinking	Analyze
8	Click and Drag	How to Build Trust	Trust	08-06	Analytical Thinking	Apply
8	Click and Drag	Task and Maintenance Roles	Task Roles	08-03	Analytical Thinking	Analyze
8	Click and Drag	Team and Group Differentiation	Group Characteristics, Group Development Process, Team Building, Team Characteristics	08-01, 08-05	Analytical Thinking	Analyze
8	Click and Drag	The Group Development Process	Five-Stage Group Development Model, Group Development Process	08-04	Knowledge Application	Understand
8	Video Case	Group Dynamics at "World Famous" Pike Place Fish Market	Group Characteristics, The Group Development Process	08-01, 08-04	Analytical Thinking	Analyze
8	Case Analysis	Group Forms to Amp Up Research	Team Characteristics	08-05	Analysis	Apply
8	Click and Drag	Types of Teams	Self-Directed Teams, Self-Managed Teams, Self-Managed Work Teams, Cross-Functional Teams	08-07	Analytical Thinking	Understand
8	Click and Drag	Team Interdependence	Team Building, Team Interdependence, Team-Based Organizational Structure	08-05	Knowledge Application	Analyze
8	Problem-Solving Application Case Analysis	Together, Hospitals Combat a Common Foe	Problem-Solving Teams, Trust, Leader-Staff Teams	08-05, 08-06	Analytical Thinking	Analyze
8	Problem-Solving Application Case Analysis	Optimizing Team Performance at Google	Team Building, Task Roles	08-07	Analytical Thinking	Analyze

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8	Self-Assessment	How Trusting Am I?	Trust		Reflective Thinking, Teamwork	Apply
8	Self-Assessment	Assessing Your Attitudes toward Teamwork	Teamwork Competencies		Reflective Thinking, Teamwork	Apply
8	Self-Assessment	Assessing Your Team's Productive Energy	Team Effectiveness		Reflective Thinking, Teamwork	Apply
8	Self-Assessment	Team Role Preference Scale	Role Role Expectations		Reflective Thinking, Teamwork	Apply
8	Self-Assessment	Is This a Mature Work Group or Team?	Team Characteristics		Reflective Thinking, Teamwork	Apply
8	Self-Assessment	Evaluate Your Team Member Effectiveness	Team Effectiveness		Reflective Thinking, Teamwork	Apply
8	Self-Assessment	Assessing Your Team's Level of Groupthink	Groupthink		Reflective Thinking, Teamwork	Apply
8	Self-Assessment	Assessing Your Team's Effectiveness	Team Effectiveness		Reflective Thinking, Teamwork	Apply
9	Click and Drag	Effective Social Media Policies	Social Media	09-05	Analytical Thinking	Analyze
9	Click and Drag	Perceptual Model of Communication	Communication Process	09-01	Analytical Thinking	Analyze
9	Click and Drag	Practical E-mail Tips	Social Media and OB	09-05	Analytical Thinking	Apply
9	Click and Drag	Social Media and Productivity for Employers and Employees	Social Media and OB	09-05	Analytical Thinking	Analyze
9	Click and Drag	Tips for Effective Listening	Communication Skills to Boost Effectiveness	09-02	Analytical Thinking	Apply
9	Case Analysis	Go Ahead, Use Facebook	Gender, Generations, and Communication Social Media and OB	09-03, 09-04	Analytical Thinking	Analyze

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9	Click-Drag	Crucial Conversations	Communication Skills to Boost Your Effectiveness	09-07	Analytical Thinking	Apply
9	Click-Drag	Managing Up	Communication Skills to Boost Your Effectiveness	09-08	Analytical Thinking	Understand
9	Problem-Solving Application Case Analysis	A Very Expensive Fantasy	Social Media	09-05	Analytical Thinking	Analyze
9	Problem-Solving Application Case Analysis	What Can You Say About Your Employer on Social Media?	Social Media	09-05	Analytical Thinking	Analyze
9	iSeelt Video Case	Communication	Communication	09-01	Analytical Thinking	Apply
9	Self-Assessment	Assessing My Communication Competence	Communication Competence		Communication Reflective Thinking	Apply
9	Self-Assessment	Assessing My Listening Style	Listening		Communication Reflective Thinking	Apply
9	Self-Assessment	Assess Social Media Readiness	Social Media		Communication Reflective Thinking	Apply
9	Self-Assessment	To What Extent Are You Effectively Using Online Social Networking at Work?	Digital Age Communication		Communication Reflective Thinking	Apply
9	Self-Assessment	Does Your Organization Have a Supportive or Defensive Communication Climate?	Communication Barriers Defensive Communication		Communication Reflective Thinking	Analyze
10	Case Analysis	Managing Conflict and Negotiating: Selina Lo	Conflict Management	10-06	Analytical Thinking	Understand, Analyze
10	Click and Drag	Anti-Cyber Bullying	Forms of Conflict Intensified by Technology	10-05	Analytical Thinking	Analyze
10	Click and Drag	Causes, Forms, and Outcomes of Incivility at Work	Forms of Conflict Intensified by Technology	10-05	Analytical Thinking	Analyze
10	Click and Drag	Emotional Preparation in Negotiations	Negotiation	10-07	Analytical Thinking	Analyze
10	Click and Drag	Escalation of Conflict	Conflict Management	10-01	Analytical Thinking	Analyze
10	Click and Drag	Five Conflict Handling Styles	Five Conflict-Handling Styles	10-06	Analytical Thinking	Analyze
10	Click and Drag	Functional vs. Dysfunctional Conflict	A Contemporary View of Conflict	10-02	Analytical Thinking	Analyze Apply

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10	Click and Drag	How to Deal with Personality Conflicts	Conventional Forms of Conflict	10-01	Analytical Thinking	Analyze Apply
10	Click and Drag	Stimulating Functional Conflict	Functional Conflict, Conflict Management	10-02	Analytical Thinking	Apply
10	Click and Drag	Why People Avoid Conflict	A Contemporary View of Conflict	10-01	Analytical Thinking	Analyze Apply
10	Video Case	Managing Conflict and Negotiations at Starbucks	Interest-Based Negotiation, Integrative Negotiation, Five Conflict-Handling Styles, Added-Value Negotiation, Conflict Management	10-06, 10-07	Analytical Thinking	Understand, Analyze
10	Click-Drag	Ethics and Negotiation	Negotiation	10-08	Ethics	Analyze
10	Click-Drag	Position- v. Interest-Based Negotiation	Position-Based Negotiation, Distributive Negotiation, Interest-Based Negotiation, Integrative Negotiation	10-07	Analytical Thinking	Analyze
10	Problem-Solving Application Case Analysis	Butt Your Heads Together and Fix the Problem	Conflict Management	10-03	Analytical Thinking	Analyze
10	Problem-Solving Application Case Analysis	What About McDonald's Other Customers?	Conflict, Conflict Management, Five Conflict-Handling Styles	10-03, 10-06	Analytical Thinking	Analyze
10	Self-Assessment	Psychological Safety Climate	Conflict, Conflict Management, Organizational Climate, Safety Culture		Reflective Thinking	Apply
10	Self-Assessment	School—Non-School Conflict	Conflict, Conflict Avoidance		Reflective Thinking	Apply
10	Self-Assessment	Bullying Scale	Conflict Escalation		Reflective Thinking	Apply
10	Self-Assessment	Preferred Conflict Handling Style	Conflict and Power		Analytical Thinking, Reflective Thinking	Apply
10	Self-Assessment	Interpersonal Conflict Tendencies	Conflict, Conflict Management, Interpersonal Processes		Reflective Thinking	Apply
11	Case Analysis	Family Business Decision Making	Decision Making Biases: Rules of Thumb or "Heuristics", Four Decision-Making Styles, Group Decision Making, Rational and Nonrational Models of Decision Making	11-01, 11-04, 11-06, 11-08	Reflective Thinking, Analytical Thinking	Analyze, Apply

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11	Click and Drag	Decision-Making Biases	Confirmation Bias, Anchoring Bias, Availability Bias, Decision-Making Biases, Escalation of Commitment bias	11-04	Analytical Thinking	Analyze
11	Click and Drag	Rules for Brainstorming	Brainstorming	11-08	Analytical Thinking	Analyze
11	Click and Drag	Symptoms of Groupthink	Groupthink	11-08	Analytical Thinking	Analyze
11	Click and Drag	Ethical Decision Tree	Decision Tree	11-07	Analytical Thinking	Analyze
11	Click and Drag	Rational Model of Decision Making	Rational and Nonrational Models of Decision Making	11-01	Analytical Thinking	Apply
11	Click and Drag	A Model of Creativity	Creativity	11-07	Analytical Thinking	Analyze
11	Video Case	Decision Making at New Belgium Brewery	Decision Making Biases: Rules of Thumb or "Heuristics", Four Decision-Making Styles, Group Decision Making, Rational and Nonrational Models of Decision Making	11-01, 11-04, 11-06, 11-08	Analytical Thinking	Analyze, Apply
11	Problem-Solving Application Case Analysis	Heuristics Partly to Blame for BP Oil Spill	Heuristics	11-01, 11-02, 11-04	Analytical Thinking	Analyze, Apply
11	Problem-Solving Application Case Analysis	Kroger Uses Big Data	Evidence-based decision making	11-05	Analytical Thinking	Analyze
11	Problem-Solving Application Case Analysis	Rosemont Center Addresses Employee-Related Issues	Decision making	11-08	Analytical Thinking	Analyze
11	Problem-Solving Application Case Analysis	Don't Drink the Water in Flint, Michigan	Decision Making, Escalation of Commitment Bias, Rational Decision-Making Model	11-01, 11-04, 11-07	Analytical Thinking, Ethics	Analyze
11	iSeelt Video Case	Ethical Decision Tree	Ethics	11-05	Ethics	Apply, Understand, Analyze
11	iSeelt Video Case	Model of Intuition	Model of Intuition	11-01	Analytical Thinking	Apply, Understand

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11	iSeelt Video Case	Decision Making Heuristics	Decision Making Heuristics	11-02	Analytical Thinking	Apply
11	Self-Assessment	Am I Intuitive?	Intuition, Intuitive Decision Making		Reflective Thinking	Apply
11	Self-Assessment	Your Preferred Decision-Making Style?				
11	Self-Assessment	What Is the Level of Minority Dissent and Participation in Group Decision Making in One of My Work Groups?	Decision Making		Reflective Thinking	Apply
11	Self-Assessment	Assessing Climate for Creativity	Group Decision Making		Reflective Thinking	Apply
12	Case Analysis	Martin Luther King Jr.'s Powerful Speech	Effectively Influencing Others, Power and Its Basic Forms, Power Sharing and Empowerment	12-01, 12-02, 12-03	Reflective Thinking, Analytical Thinking	Analyze, Apply
12	Click and Drag	Bases of Power	Power	12-01	Analytical Thinking	Analyze
12	Click and Drag	Empowerment Inputs and Outcomes	Empowerment	12-02	Analytical Thinking	Analyze
12	Click and Drag	How To Make A Killer First Impression	Impression Management	12-05	Analytical Thinking	Analyze, Apply
12	Click and Drag	Linking Influence Tactics With Outcomes	Effectively Influencing Others	12-03	Analytical Thinking	Analyze, Apply
12	Click and Drag	Nine Generic Influence Tactics	Effectively Influencing Others	12-03	Analytical Thinking	Analyze, Apply
12	Click and Drag	Nine Political Tactics	Political Tactics	12-03	Analytical Thinking	Analyze, Apply
12	Video Case	Personality, Abilities, and the Building of Facebook	Effectively Influencing Others, Political Tactics and How To Use Them, Power and Its Basic Forms, Power Sharing and Empowerment	12-01, 12-02, 12-03, 12-04	Analytical Thinking	Analyze, Apply
12	Problem-Solving Application Case Analysis	Empowering a Team of Your Peers	Empowerment	12-02	Analytical Thinking	Analyze
12	Problem-Solving Application Case Analysis	Comcast's Influence Went Only So Far	Influence Tactics	12-03	Analytical Thinking	Analyze
12	Self-Assessment	How Much Power Do I Have?	Power		Reflective Thinking	Apply
12	Self-Assessment	Which Influence Tactics Do I Use?	Influence Tactics		Reflective Thinking	Apply



Chapter	Assignment Type	Title	Topic(s)	Learning Objective(s)	AACSB Accreditation Tagging	Bloom's Taxonomy
12	Self-Assessment	How Political Am I?	Political Skills		Reflective Thinking	Apply
12	Self-Assessment	Your Impression Management - Who and How	Impression Management		Reflective Thinking	Apply
13	Case Analysis	Jack Ma - The Leading Force Behind Alibaba ...	Behavioral Style Theories: Which Leader Behaviors Drive Effectiveness?, Making Sense of Leadership Theories, Trait Theories: Do Leaders Possess Unique Traits and Personal Characteristics?	13-01, 13-02, 13-03	Analytical Thinking	Analyze, Apply
13	Click and Drag	Servant Leadership (Part 01)	Servant Leadership	13-03	Analytical Thinking	Analyze
13	Click and Drag	House's Path-Goal Theory	Contingency theories	13-04	Analytical Thinking	Analyze, Apply
13	Click and Drag	Transformational Leadership	Transformational Leaders	13-05	Analytical Thinking	Analyze
13	Video Case	Leadership: Making Decisions During Hurricane Katrina	Transformational Leadership: How Do Leaders Transform Employees' Motives?, Behavioral Style Theories: Which Leader Behaviors Drive Effectiveness?, Do Leaders Possess Unique Traits and Personal Characteristics?, Situational Theories: Does Effective Leadership Depend On The Situation?	13-02, 13-03, 13-04, 13-05	Analytical Thinking	Analyze, Apply
13	Problem-Solving Application Case Analysis	Bill Marriott Selects Arne Sorenson to Be CEO over His Son	Contingency Theory	13-04	Analytical Thinking	Analyze
13	Problem-Solving Application Case Analysis	Leading through Multiple Crises	Leadership, Laissez-Faire Leadership, Servant Leadership	13-03	Analytical Thinking	Analyze
13	iSeelt Video Case	Integrated Model of Leadership	Leadership	13-01	Analytical Thinking	Apply
13	Self-Assessment	Am I Ready to Be a Leader?	Leadership		Reflective Thinking	Apply
13	Self-Assessment	My Task- and Relationship-Oriented Leadership Style	Leader Emergence, Leadership		Reflective Thinking	Apply
13	Self-Assessment	Is My Boss a Servant-Leader?	Leadership, Leading		Reflective Thinking	Apply
13	Self-Assessment	Is My Manager Transformational?	Leadership, Servant Leadership		Reflective Thinking	Apply

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13	Self-Assessment	Assessing My Leader - Member Exchange	Leadership, Servant Leadership		Reflective Thinking	Apply
13	Self-Assessment	Assessing Your Motivation to Lead	Leadership, Transformational Leaders		Reflective Thinking	Apply
14	Case Analysis	Twitter Culture	The Foundation of Organizational Culture: Understanding Its Drivers and Functions, The Impact of Organizational Culture Types On Outcomes, The Process of Culture Change	14-01, 14-02, 14-03	Analytical Thinking	Analyze, Apply
14	Click and Drag	Competing Values Framework	Competing Values Framework	14-02	Analytical Thinking	Analyze
14	Click and Drag	Socialization Tactics	The Organizational Socialization Process	14-04	Analytical Thinking	Analyze, Apply
14	Click and Drag	Functions of Mentoring	Functions of Mentoring	14-05	Analytical Thinking	Analyze, Apply
14	Click and Drag	Process of Culture Change	Mechanisms or Levers for Culture Change	14-03	Analytical Thinking	Analyze
14	Click and Drag	The Drivers and Flow of Organizational Culture	The Foundation of Organizational Culture	14-01	Analytical Thinking	Understand
14	Click and Drag	The Organizational Socialization Process	The Organizational Socialization Process	14-04	Analytical Thinking	Understand
14	Click and Drag	Human and Social Capital	Human Capital	14-06	Analytical Thinking	Remember
14	Video Case	Organizational Culture at Pike Place Fish Market	Hierarchy Culture, Organizational Culture, Human Capital, Social Capital, Mentoring	14-01, 14-02, 14-06	Analytical Thinking	Analyze
14	Problem-Solving Application Case Analysis	Dabbawalas Efficiently Deliver Food	Hierarchy Culture, Competing Values Framework	14-02	Analytical Thinking	Analyze
14	Problem-Solving Application Case Analysis	Zenefits Experiences the Pains of Growth	Organizational Culture, Competing Values Framework	14-01, 14-02, 14-03	Analytical Thinking	Analyze
14	iSeelt Video Case	Mentoring	Mentoring	14-05	Analytical Thinking	Remember, Apply, Understand
14	iSeelt Video Case	Socialization Tactics	Socialization	14-04	Analytical Thinking	Apply, Understand

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14	iSeelt Video Case	Organizational Culture	Culture	14-01	Analytical Thinking	Apply
14	Self-Assessment	What Is the Organizational Culture at My Current Employer?	Organizational Culture		Reflective Thinking	Apply
14	Self-Assessment	What Type of Organizational Culture Do I Prefer?	Organizational Culture, Organizational Values		Reflective Thinking	Apply
14	Self-Assessment	Have You Been Adequately Socialized?	Organizational Socialization		Reflective Thinking	Apply
14	Self-Assessment	Assessing My Level of Mentoring	Mentoring		Reflective Thinking	Apply
14	Self-Assessment	Assessing Your Job Fit	Job Fit		Reflective Thinking	Apply
15	Case Analysis	Proctor and Gamble's Organizational Design Changes	Organizational Innovation, Striving For Organizational Effectiveness, The Contingency Approach to Designing Organizations	15-03, 15-04, 15-05	Analytical Thinking	Analyze, Apply
15	Click and Drag	Balanced Scorecard	Balanced Scorecard	15-04	Analytical Thinking	Analyze
15	Click and Drag	Components of an Innovation System	Innovation	15-05	Analytical Thinking	Understand
15	Click and Drag	Approaches Toward Innovation	Approaches Toward Innovation	15-05	Analytical Thinking	Analyze
15	Click and Drag	Learning Organizations	Learning Organizations	15-01	Analytical Thinking	Analyze
15	Click and Drag	Contingency Factors for Organizational Design	Contingency Approach to Organizational Design	15-03	Analytical Thinking	Analyze
15	Video Case	Organizational Design at One Smooth Stone	Organization Design, Striving For Organizational Effectiveness, The Contingency Approach to Designing Organizations, The Foundation of an Organization	15-01, 15-02, 15-03, 15-04	Analytical Thinking	Analyze, Apply
15	Problem-Solving Application Case Analysis	Freelancers Use the Internet to Obtain Work	Hollow structure	15-02	Analytical Thinking	Analyze
15	Problem-Solving Application Case Analysis	Whole Foods Is Moving from an Organic to a Mechanistic Structure	Organic Model, Mechanistic Organizations	15-03	Analytical Thinking	Analyze

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15	Problem-Solving Application Case Analysis	Extended Stay America Tries to Increase Innovation	Innovation		Analytical Thinking	Analyze
15	Problem-Solving Application Case Analysis	Zappos CEO Asks Employees to Commit to Teal, or Leave	Organizational design	15-01, 15-02, 15-04	Analytical Thinking	Analyze
15	Self-Assessment	Am I Working for a Learning Organization?	Learning Organizations		Reflective Thinking	Apply
15	Self-Assessment	What Is My Preference For Telecommuting?	Organizational Culture, Organizational Values		Reflective Thinking	Apply
15	Self-Assessment	Assessing the Learning & Growth Perspective of the Balanced Scorecard				
15	Self-Assessment	Assessing the Innovation Climate of My Organization	Creativity, Innovation, Organizational Culture, Organizational Values		Reflective Thinking	Apply
15	Self-Assessment	Assessing Strategic Thinking	Planning		Reflective Thinking	Apply
15	Self-Assessment	Core Skills Required for Strategic Planning	Planning		Reflective Thinking	Apply
15	Self-Assessment	Assessing Obstacles to Strategic Execution	Planning		Reflective Thinking	Apply
15	Self-Assessment	Assessing Your Organizational Structure Preference	Organizational Structure		Reflective Thinking	Apply
15	iSeelt Video Case	Innovation	Innovation	15-05	Analytical Thinking	Remember, Understand, Apply
16	Case Analysis	Google and Stress Management Stress is an a...	Effective Change and Stress Management, The Good and Bad of Stress	16-04, 16-06	Analytical Thinking	Analyze, Understand
16	Click and Drag	Overcoming Resistance to Change	Resistance to Change	16-05	Analytical Thinking	Analyze
16	Click and Drag	Dynamic Model of Resistance to Change	Understanding Resistance to Change	16-03	Analytical Thinking	Analyze
16	Click and Drag	Systems Model of Change	Change	16-02	Analytical Thinking	Analyze
16	Video Case	Managing Change at Louisville Slugger	Effective Change and Stress Management, Forces for Change, The Good and Bad of Stress, Types and Models of Change	16-01, 16-02, 16-04, 16-05	Analytical Thinking	Analyze

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16	Problem-Solving Application Case Analysis	Emergency in the Emergency Department	Systems model of change	16-06	Analytical Thinking	Analyze
16	Problem-Solving Application Case Analysis	Best Buy... The Best House on a Bad Block	Internal Forces of Change, External Forces of Change, Change	16-01, 16-02	Analytical Thinking	Analyze
16	iSeelt Video Case	Stress	Stress, Stressors	16-04	Knowledge Application	Apply
16	iSeelt Video Case	Systems Model of Change	Change	16-02	Analytical Thinking	Remember, Apply, Understand
16	Self-Assessment	What Are My General Attitudes Toward Change?	Change		Reflective Thinking	
16	Self-Assessment	What Is Your Readiness for Change?	Change, Change Agent		Reflective Thinking	
16	Self-Assessment	How Resistant Are You to Change?	Change, Resistance to Change		Reflective Thinking	
16	Self-Assessment	Assessing Your Resistance to Change	Change, Resistance to Change		Reflective Thinking	
N/A	Cumulative Case	As the Costs Mount for Volkswagen, So Do the Causes: Part 1 - Individual Level	Stress, Ethics, Biases	01-03	Analytical Thinking	Analyze
N/A	Cumulative Case	As the Costs Mount for Volkswagen, So Do the Causes: Part 2 - Group Level	Fundamental Attribution Bias, Team Effectiveness, Five Conflict-Handling Styles, Ethics, Influence Tactics, Group Cohesion, Confirmation Bias, Self-Serving Bias, Anchoring Bias, Availability Bias	11-04, 08-07, 10-06, 11-07, 12-03, 01-03	Analytical Thinking	Analyze
N/A	Cumulative Case	As the Costs Mount for Volkswagen, So Do the Causes: Part 3 – Organizational Level	Ethics, Change, Organizational Effectiveness, Competing Values Framework, Fiedler's Contingency Model, Organizations, Organizational Culture, Resistance to Change	01-03, 16-03, 14-02, 13-04, 15-01, 14-01	Analytical Thinking	Analyze
N/A	Cumulative Case	As the Costs Mount for Volkswagen, So Do the Causes - PART 4	Summary of all topics previously assessed in Parts 1-3	Summary of all LO's previously assessed in Parts 1-3	Analytical Thinking	Analyze