

**RINKER SCHOOL OF CONSTRUCTION MANAGEMENT  
UNIVERSITY OF FLORIDA**

## **HUMAN FACTORS**

**COURSE NUMBER:** BCN 6933

**NUMBER OF CREDIT HOURS:** 3

**INSTRUCTOR:** *Dr. R. Raymond Issa, Ph.D., J.D., P.E., F. ASCE, API* ([raymond-issa@ufl.edu](mailto:raymond-issa@ufl.edu))  
*UF Distinguished Professor of Construction Management*

**RECOMMENDED MATERIALS:**

**Required Texts**

*The 7 Habits of Highly Effective People*

*Covey, S.R., Simon & Schuster, NY, NY, 2013 or latest*

*Getting to Yes*

*Fisher, R., Ury, W. and Patton, B., Penguin Books, NY, NY, 2011 or latest*

*Getting Past No*

*Ury, W., Bantam Books, NY, NY, 1991 or latest*

*The Art of War*

*Tzu, Sun, Oxford University Press, N.Y., 1971 or latest*

*Good to Great - Why Some Companies Make the Leap... and Others Don't*

*Collins, J., Harper Business, NY, NY, 2001 or latest*

**References**

*Organizational Behavior: Human Behavior at Work, 14th Ed.*

*Newstrom, J.W. , McGraw Hill/Irwin, NY, NY, 2014 or latest*

*Management and Organizational Behavior Classics, 4th Ed.*

*Matteson, M. T., and Ivancevich, J.T., BPI/Irwin, NY, NY, 1989 or latest*

*If It Ain't Broke ... Break It!*

*Kriegel, Robert J., and Patler, Luis, Warner Books, NY, NY, 1991 or latest*

*Productive Workplaces: Dignity, Meanin and Community in the 21st Century, 3<sup>rd</sup>Ed.*

*Weisbord, M., Jossey Bass Inc, San Francisco, CA, 2012 or latest*

*Intellectual Capital: The Wealth of Organizations*

*Brookings, A, Thompson Learning, 1998 or latest*

*The Balanced Scorecard: Translating Strategy into Action*

*Kaplan, R.S., and Norton, D.P., Harvard Business School Press, 1996 or latest*

**COURSE DESCRIPTION:**

*Theories of human behavior and how it is influenced by leadership, organization, environment, motivation, and culture.*

**PREREQUISITE KNOWLEDGE AND SKILLS:**

*Satisfactory standing as an MCM student*

**PURPOSE OF COURSE:**

*To familiarize the student with the theories of organizational behavior.*

**COURSE LEARNING OUTCOMES:**

*Upon completion of the course students will demonstrate their:*

- *Discover how to deal with Human Resources Issues on Job Sites.*
- *Learn to apply the fundamentals of Organizational Behavior*
- *Learn how to Motivate, Appraise and Reward Performance*
- *Understand Leadership and Empowerment*
- *Understand Individual and Interpersonal Behavior*
- *Understand Teams and Team Building*
- *Understand how to Manage Change and its Effects*
- *Understand how to Deal with Workplace Harassment*
- *Understand how to Deal with Employee Discipline and Discharge*
- *Understand how to Perform and Use Key Issues Analysis*

**COURSE POLICIES:****ASSIGNMENT POLICY:**

*All work turned in for this course is expected to be of professional quality in content and presentation. Assignments are due when called for.*

**EXAM POLICY:**

*There will be one comprehensive final exam during the course and it will be worth 300 pts.*

**GENERAL POLICIES:**

- *There will be no substitutions for assignments*
- *Writing assignments will be checked using Turnitin software to identify any instance of plagiarism. Any student found guilty of plagiarism will be assigned an "F" for the course. NO appeal. Please make sure you understand what this means and how to avoid it.*
- *ASSIGNMENTS SUBMITTED AFTER CALLED FOR WILL BE NOT BE ELIGIBLE FOR CREDIT.*
- *The professor reserves the right to adjust the grade scale. Under no circumstances will a student's grade be lowered by this adjustment.*
- *For exams and in-class assignments, students are responsible for all material presented in class, all reading assignments, and handouts distributed in class or via the class website.*

**GRADING POLICIES:**

Assignment	Points
Book Reports	150
In Class Participation	150
Key Issue Analysis	125
Case Study	125
Research Paper	150
Final Exam	300
Total	1400

**GRADING SCALE:**

<i>Grades will be computed according to the following scale:</i>	
A = 90.0 AND ABOVE	C = 70.0 to 76.9
A- = 87.0 to 89.9	C- = 67.0 to 69.9
B = 80.0 to 86.9	D = 60.0 to 66.9
B- = 77.0 to 79.9	E = below 60

Grade Values for Conversion													
Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E, I, NG, S-U, WF	
Grade Points	4.0	3.67	3.33	3.00	2.67	2.33	2.00	1.67	1.33	1.00	.67		0.00

## STUDENTS REQUIRING ACCOMMODATIONS

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the [Disability Resource Center](#). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

## COURSE EVALUATION

*Students are expected to provide feedback on the quality of instruction in this course by completing [online evaluations](#). Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students on the [Gator Evals page](#).*

## UNIVERSITY HONESTY POLICY

*UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." [The Honor Code](#) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.*

## SOFTWARE USE

*All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.*

## STUDENT PRIVACY

*There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see the [Notification to Students of FERPA Rights](#).*

## CAMPUS RESOURCES:

### HEALTH AND WELLNESS

#### **U Matter, We Care:**

If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or 352 392-1575 so that a team member can reach out to the student.

**Counseling and Wellness Center:** [counseling.ufl.edu/cwc](http://counseling.ufl.edu/cwc), and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

#### **Sexual Assault Recovery Services (SARS)**

Student Health Care Center, 392-1161.

**University Police Department** at 392-1111 (or 9-1-1 for emergencies), or [police.ufl.edu](http://police.ufl.edu).

### ACADEMIC RESOURCES

**E-learning technical support**, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.

**Career Resource Center**, Reitz Union, 392-1601. Career assistance and counseling.

**Library Support**, Various ways to receive assistance with respect to using the libraries or finding resources.

**Teaching Center**, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.

**Writing Studio**, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.

**Student Complaints Campus**

**On-Line Students Complaints**

# BCN 6933 Teaching Plan

Week	Study Modules	Live Lectures	Assignments Due
1	1 - The Dynamics of People and Organizations A. Understanding Organizational Behavior B. Characteristics of the Organizational Behavior Field C. Fundamental Concepts D. Basic Approaches of this Course		
2	2 - Models of Organizational Behavior A. Elements of an Organizational Behavior System B. Models of Organizational Behavior C. Conclusions D. Glossary		
3	3 - Managing Communications A. Communication B. The Importance of Communication C. The Two-Way Communication Process D. Potential Problems E. Communication Barriers F. Communication Symbols G. Downward Communication H. Upward Communication I. Other Forms of Communication J. Informal Communication		
4	4 - Social Systems and Organizational Culture A. Understanding a Social System B. Social Culture C. Role D. Status E. Organizational Culture	<b>1:</b> Introduction Discussion of Modules 1-4 Book Report #1 In Class Case Studies Discussion	<b>12 September 2020</b> • Study Modules 1-4 • Submit #1 Resume <b>0 pts.</b> • Submit #2 Book Reports #1 – <i>Getting to Yes; Getting Past No</i> <b>25 pts.</b>
5	5 – Motivation A. Motivation 1. A Model of Motivation		

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Week	Study Modules	Live Lectures	Assignments Due
	2. Motivational Drives 3. Human Needs 4. Behavior Modification 5. Goal Setting B. Motivational Applications 1. Expectancy Model (Vroom and Porter & Lewis) 2. Comparison Models 3. Interpreting Motivational Models		
6	6 - Appraising and Rewarding Performance A. Money as a Means of Rewarding Employees B. Organizational Behavior and Performance Appraisal C. Economic Incentive Systems		
7	7 – Leadership A. The Nature of Leadership B. Behavioral Approaches to Leadership Style C. Contingency Approaches to Leadership Style D. Emerging Approaches to Leadership E. Six Deadly Sins of Leadership		
8	8 - Empowerment and Participation A. The Nature of Empowerment and Participation B. How Participation Works C. Programs for Participation D. Important Consideration in Participation	2: Discussion of Module 5-8 Book Report #2 In Class Case Studies Discussion	<b>10 October 2020</b> <ul style="list-style-type: none"> <li>• Study Modules 5-8</li> <li>• Submit #3 Book Report #2 – <i>7 Habits of Highly Effective People</i> <b>50 pts.</b></li> </ul>
9	9 - Employee Attitudes and Their Effects A. The Nature of Employee Attitudes B. Effects of Employee Attitudes C. Studying Job Satisfaction D. Survey Design and Follow-up E. Changing Employee Attitudes		

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Week	Study Modules	Live Lectures	Assignments Due
10	10 - Organizational Influence A. Areas of Legitimate Organizational Influence B. Rights of Privacy C. Discipline D. Quality of Work Life E. The Individual's Responsibilities to the Organization 11 - Employee Harassment A. Introduction B. Types of Harassment a. Age Harassment b. Race and Religion Harassment c. Disability Harassment d. Sexual Harassment in the Workplace e. Invasion of Privacy Harassment f. National Origin Harassment g. Emotional Distress C. Key Points Summary		
11	12 - Employee Discipline and Discharge A. Introduction B. Guidelines for Discipline and Discharge a. Guidelines 1-5 13 - Key Issues Analysis		
12	14 - Interpersonal Behavior A. Conflict in Organizations B. Power and Politics	3: Discussion of Module 9-14 Book Report #2 In Class Case Studies Discussion	<b>14 November 2020</b> <ul style="list-style-type: none"> <li>• Study Modules 5-8</li> <li>• Submit #4 Book Report #3 – <i>Good to Great</i> ..... <b>50 pts.</b></li> <li>• Submit #6 <i>Key Issues analysis</i> <b>100 pts.</b></li> </ul>

## BCN 6933 Teaching Plan

Week	Study Modules	Live Lectures	Assignments Due
13	15 - Informal and Formal Groups A. Group Dynamics B. The Nature of Informal Organizations C. Formal Groups 16 - Teams and Team Building A. Organizational Context for Teams B. Teamwork C. Team Building		
14	17 - Managing Change A. Change at Work B. How Individual Attitudes Affect Response to Change C. The Hawthorne Effect D. Group Response to Change E. Homeostasis F. Resistance to Change G. Implications of Resistance H. Implementing Change Successfully I. Understanding Organization Development	<b>4:</b> Discussion of Modules 15-17 Book Report #4 In Class Case Studies Discussion Exam Review <b>FINAL EXAM</b>	<b>12 December 2020</b> <ul style="list-style-type: none"> <li>• Study Module 17</li> <li>• Submit #5 Book Report #4 – <i>The Art of War</i> <b>25 pts.</b></li> <li>• Submit #7 Case Study Development <b>100 pts.</b></li> <li>• Submit #8 Research Paper <b>150 pts.</b></li> </ul>
15		<b>FINAL EXAM 300 pts.</b>	<b>13 December 2020</b>