

# MGNT 6670: Organizational Theory and Behavior

Richards College of Business, University of West Georgia

Summer 2018 (Session III; June)

MTWHF 5:30 pm - 7:45 pm, Classroom 2214 RCOB Miller Hall

<b>Instructor Contact Information</b>	
<b>Instructor:</b> Kim Green, Ph.D., CFA	<b>Office phone:</b> 678-839-4831
<b>Office:</b> Miller Hall RCOB Building 2319	<b>Office hours:</b> Mon, Wed, Thur 4:00 pm – 5:15
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## COURSE SET-UP AND FORMAT

### CREDIT HOUR POLICY (3 credit hours)

Each day for approximately 17 days (daily over 3.5 weeks), students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.

## COURSE DESCRIPTION AND OBJECTIVES

### COURSE DESCRIPTION:

This course is designed to increase your ability to influence, predict, and understand the behavior of others in the workplace. Throughout the semester, you will learn to apply basic concepts of individual and group behavior to work situations. Additionally, you will be challenged to develop appropriate solutions to problems that practicing managers' face on a daily basis.

### COURSE OBJECTIVES:

Specific learning objectives for the course include:

1. Students will demonstrate an understanding of the major areas of Organizational Behavior including work attitudes, motivation, interpersonal behavior, communication, work teams, decision making, and leadership.
2. Working in groups, students will demonstrate the ability to apply major concepts covered in the field of Organizational Behavior to situations regularly encountered by managers. (MBA 2).
3. Students will demonstrate an understanding of the importance of managing in an ethically and socially responsible manner (MBA 4).

## COURSE MATERIALS

### TEXTBOOK

*Organizational Behavior*. Talya Bauer and Berrin Erdogan. version 2.0; published June 2015. ISBN: 978-1-4533-7118-3. Publisher: Flat World Knowledge ([www.flatworldknowledge.com](http://www.flatworldknowledge.com)).

Students have several options and price points for accessing the textbook.

- Through the publisher's website, the textbook can be purchased in several digital formats or in print. These options range in price from \$29.95 to \$74.95 and all include access to study aids like flash cards, quizzes, and online highlighting. The textbook is accessible using this course URL which is unique for our class: <https://students.flatworldknowledge.com/course/2585304> (If the URL doesn't work, go to the website [students.flatworldknowledge.com](http://students.flatworldknowledge.com) and find the class using the instructor's name, the course name, or the university name to find the book.)
- A version of the textbook is available through the Creative Commons license. This version is posted as a pdf file in CourseDen.

## ARTICLES AND CASES FOR IN-CLASS DISCUSSION

Articles and cases will be posted on CourseDen or distributed in class. Additional readings may be announced in class, posted on CourseDen, or distributed in class as the term progresses.

## COURSE DEN

Students should check CourseDen frequently. You will find CourseDen helpful in this class. Throughout the semester, announcements and assignments may be posted on CourseDen. Many of the PowerPoint overheads used in class are posted here as well as your exam grades. Also, if you lose your syllabus, a copy is posted for your convenience.

## COURSE EVALUATION

### TABLE OF COURSE ASSIGNMENTS AND WEIGHT IN GRADING

<b>ASSIGNMENT</b>	<b>PERCENTAGE OF GRADE</b>
Reflection Paper on intelligence and learning (individual)	10%
International/Global assignment (individual)	15%
Observation assignment paper (individual)	10%
Leadership assignment (individual)	10%
Group Presentation (a team project)	25%
Participation (predominantly based on group work)	5%
Final Exam (individual assignment)	25%
<b>TOTAL PERCENT</b>	<b>100%</b>

## ASSIGNMENT GRADES

Grades for individual assignments are letter grades worth the following points:

A = 4.0      B = 3.0      C = 2.0      D = 1.0  
B+ = 3.4      C+ = 2.4      D+ = 1.4      F = 0.0

## FINAL GRADE FOR THE COURSE

The final grade for this course is based on the average of grades for each assignment, using the weights specified in the course evaluation criteria above. There is no adjustment for trends over time (either positively or negatively). Final Grades will be assigned based on the following distribution:

A      3.01 to 4.0 average  
B      2.01 to 3.0 average  
C      1.01 to 2.0 average  
D      0.50 to 1.0 average  
F      0.00 to 0.49 average

## DETAILS ABOUT ASSIGNMENTS

This course consists of both individual work and group work. Details of the assignments are presented here.

### INDIVIDUAL ASSIGNMENTS

- **REFLECTION PAPER:** Each student will write a reflection based on their MBTI results and learning styles. Details are provided in the assignment sheet posted in CourseDen. In general, you will explain your personal findings and relate them to how you interact with co-workers and in work teams. The paper should be typed, single-spaced, have 12-point font, have 1" margins, and use headings and subheadings where necessary. The length is between 1.5 and 2 pages. Please note that I expect

your paper to be free of misspellings, grammar errors, and ambiguous statements. [Due Monday, June 11, 11:59 pm]

- **INTERNATIONAL/GLOBAL ASSIGNMENT:** For this assignment, we will explore country-specific differences in attitudes and norms about working in businesses. The Global Entrepreneurship Monitor database tracks such variables over time for numerous countries. The database is accessible here: <https://www.gemconsortium.org/data>

Details are provided in the assignment sheet posted in CourseDen. In general, you will (a) investigate three countries of your choice. You can compare the countries and investigate how any differences might affect work in each country. And (b), you will choose any publicly traded company that does business internationally and find some recent news or report about some of that company's international (non-US) operations. Instructions about how to search the database and where you can find company press information will be provided in class and in the instruction sheet on CourseDen.

Each student will prepare a short paper to explain your findings. The paper should be typed, single-spaced, have 12-point font, have 1" margins, and use headings and subheadings where necessary. The length is between 1 and 2 pages. Note that I expect your paper to be free of misspellings, grammar errors, and ambiguous/vague statements.

To build a breadth of knowledge, we will discuss these studies in class on Thursday, June 14. The paper is due by the start of class on Thursday, June 14 at 5:30 pm. The grade will be based on the paper and on the participation in class discussion about these country comparisons.

- **OBSERVATION ASSIGNMENT:** For this assignment, you will observe someone who is working. To do this, we will observe people who are knowingly in the public eye because they have chosen jobs that put them in front of the public. Specifically, on television or online, you can watch newscasters (e.g., Atlanta news, national news, The Weather Channel, business news such as CNBC or Bloomberg), sportscasters (e.g., Braves games, basketball, hockey, golf), or sales show hosts (e.g., QVC, HSN). These jobs are done live – the broadcasts are not edited. (We do not want edited performances; therefore, films or television shows are not useful for this assignment. Reality TV – which is taped and edited – is not suitable for this assignment.) Live broadcasts or replays of live broadcasts are what we are looking for.

Once you've chosen the job, watch at least ten minutes of the broadcast. Consider the topics covered in this course about job satisfaction, motivation, communication, and teamwork. Questions around which to build your analysis are provided in the assignment sheet posted in CourseDen. In general, you should consider questions such as how might the person you are observing measure job satisfaction in that particular job? What do you think motivates this person (or people) in this job? Can you see this person interacting as part of a team in the segment you are observing?

Each student will prepare a short paper to explain your observations. The paper should be typed, single-spaced, have 12-point font, have 1" margins, and use headings and subheadings where necessary. The length is between 1 and 1.5 pages. The paper should be free of misspellings, grammar errors, and ambiguous/vague statements. [Due Monday, June 18, 11:59 pm]

- **LEADERSHIP ASSIGNMENT:** We will use the context of legal and ethical problems in the workplace to review concepts about effective and ineffective leadership. Each student will prepare a short paper to explain your position, analysis, and personal leadership philosophy. As a context for your analysis, you will watch one of two videos (your choice). Both are documentaries produced by the PBS Frontline television program. They are available through the links below.

The video available through the link here is entitled "Trafficked in America." It deals with the trafficking of human beings. Specifically, the documentary covers the story of Guatemalan teens who are forced to work against their will on a farm in Ohio.

<https://www.pbs.org/wgbh/frontline/film/trafficked-in-america/>

The video available through the link here is entitled “Weinstein.” It deals with the news reports and allegations of sexual harassment and abuse by the film and TV producer Harvey Weinstein.  
<https://www.pbs.org/wgbh/frontline/film/weinstein/>

Questions around which to build your analysis are provided in the assignment sheet posted in CourseDen. The paper should be typed, single-spaced, have 12-point font, have 1” margins, and use headings and subheadings where necessary. The length is between 1 and 1.5 pages. The paper should be free of misspellings, grammar errors, and ambiguous/vague statements. [Due Monday, June 25, 11:59 pm]

- **FINAL EXAM:** We will have one exam this term. The exam will consist of questions taken from class lectures, assigned readings, cases, and group presentations. The exam will consist of short answer and short discussion questions. The specific test format will be announced prior to the exam. Generally, make-up exams will not be given. Consideration for rescheduling an exam will be given if you notify the instructor at the earliest possible time and if you can present appropriate documentation regarding your absence. [Due Monday, June 25, 11:59 pm]

## GROUP ASSIGNMENT

One of the three major levels at which Organizational Behavior is studied is at the group level. Therefore, to increase your understanding of work group dynamics, you will be required to work in designated groups.

- **GROUP PRESENTATION:** The group will prepare and deliver in class a presentation based on an analysis of the levels of business – industry, firm, group, and individual. The group will choose an industry and a company within that industry. The IBIS World Industry Reports database available through the UWG library website will provide you with information about an industry and help you identify a company within your selected industry. From there, the company’s website (particularly the Investor Relations page) will provide the additional information you need. Details of the assignment will be explained in class and presented on an instruction sheet in CourseDen. The presentation will be delivered in class. The presentation will last no less than 7 minutes and no more than 10 minutes. The presentation will be followed by questions from fellow students and the instructor. Before the presentation, the group will submit a short abstract/summary of the report (about a half-page to one full page in length). Presentations are scheduled for Wednesday, June 20.
- **PARTICIPATION:** At the end of the term, each group member will complete a peer evaluation to assess the participation of each member in the group’s efforts. This evaluation will be based primarily on the group’s work on its presentation. However, there will also be in-class activities for the groups. Overall, if it is felt that one of the members of the group is not contributing, a recommendation for termination can be brought to the instructor and this member can be fired from the team (the instructor is the only one that can make the final decision to fire any team member). Those members that are fired from the team will then complete all assignments individually

## COURSE POLICIES

**STUDENT RIGHTS AND RESPONSIBILITIES:** Carefully review the information at this link:

<https://www.westga.edu/UWGSyllabusPolicies/>

It contains important material pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review this information each semester. Information available through this link includes policies regarding the Americans with Disabilities Act, UWG e-mail, credit hours, the honor code, and campus carry.

**ATTENDANCE POLICY:** Classroom attendance is strongly recommended. In-class group activities will be a factor in the participation portion of the grade. These activities will not necessarily be announced in advance. While roll will not be taken every day, you are expected to attend every class session unless classes have been officially canceled by the University or you have a University-sanctioned excuse. If you miss a class, you are responsible for the material covered and announcements made during that

class. If the professor is more than 15 minutes late for class, the class is considered canceled and the students may leave.

**DEADLINES:** The professor reserves the right to refuse to accept any late assignment unless the student notifies the professor in advance or, in the event of an unforeseen emergency, immediately after the assignment was due and provides a legitimate reason (as determined by the instructor).

**ACADEMIC INTEGRITY:** The basic principle of academic integrity is that students take credit only for ideas and efforts that are their own. Behavior outside that guideline is prohibited. Without truthfulness, honor, and responsibility we cannot earn the trust and respect of others. Furthermore, we recognize that academic dishonesty detracts from the value of the college degree. Therefore, we shall not tolerate academic dishonesty. ***Penalties for Breach of Academic Integrity: Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of penalties including but not limited to failing the assignment, failing the course, and referral to Office of the Vice President for Academic Affairs.***

***NOTE: Violations of the academic honesty policy may result in expulsion from the University.***

**DISPUTES:** If you feel your grade on an assignment is inaccurate, you may return the assignment or exam for re-grading. Please employ the following process: Type all comments on another sheet and turn it in to me within three days of the assignment's return to you. Your request for re-grading must clearly indicate why you believe you deserve a higher grade. I will not discuss the problem with you until it is put into a written request. Reviews can lead to either an increase or decrease in total points.

**PERSONS WITH DISABILITIES:** The University and the instructor are committed to providing equal educational opportunities for all students. The University provides, on a flexible and individualized basis, reasonable accommodations to students who have disabilities. Students with disabilities needing academic accommodation are encouraged to:

1. Register with and provide documentation to the coordinators of UWG Accessibility Services in the Counseling Center
2. Submit a letter to the instructor indicating the need for and type of accommodation. During the first few days of class, students must present a letter to the professor stating that the disability has been documented and requesting specific accommodations. Additionally, it is the responsibility of the student to give the professor one week's notice prior to each instance where an accommodation will be needed. It is expected that students will follow the policies and procedures of Student Accessibility Services. Further details regarding student disabilities can be found in the Student Handbook.

**ONLINE PRIVACY:** This course may require you to work with other sites and entities beyond UWG and CourseDen (D2L) where some personal information (e.g. your name, affiliation with UWG, or current employment) may be displayed. You have the right to regulate the displaying of information pertaining to yourself on the Internet. If you are uncomfortable displaying information that you deem overly personal, you may take steps to post in a more anonymous manner (such as posting online your first name and last initial only or other pseudonym). You also agree to respect other people's wishes to remain anonymous.

**LINKS TO AND FROM THIRD-PARTY SITES:** There may be links established between this course and other entities and sites on the World Wide Web, Internet or other areas that are not under the control of, nor maintained by your professor or the University of West Georgia (UWG). These links do not necessarily constitute an endorsement by your professor or UWG, and UWG has no obligation to monitor such sites, and the user agrees that neither your professor nor UWG is responsible for the content of such sites or for any technical or other problems associated with any such third-party site, links, or usage.

**COURSE COMMUNICATION & GRADING:** Instructor response time to email is 24 – 48 hours M – F. There may be a delay on weekends. Grades for activities and assignments will typically be posted within 5 – 7 days in CourseDen. If grading takes longer than 5 – 7 days (due to the nature of the assignment), students will be notified in CourseDen.

**SYLLABUS CHANGES:** This syllabus provides a general plan for the course. The instructor reserves the right to make changes to the syllabus plan as necessary. Changes will be announced in class.

## CLASS SCHEDULE: MGNT 6670 Org Theory & Behavior, June 2018

[NOTE: Schedule is subject to change at discretion of instructor.]

Dates	Topics for the Week and Class Meeting Dates	Readings and Other Preparation	Assignments that are Due
Week 1: Thu, May 31 – Fri, June 1	Introduction What is OB?		
Week 2: Mon, June 4 – Fri, June 8	Diversity  Motivation & Managing Emotions  Group Processes & Teams  Communication	For Monday: <ul style="list-style-type: none"> <li>Who Doesn't Fit in at Work</li> <li>Empathy is a Choice</li> <li>Exceptional Minds: Movie Magic</li> </ul> For Wednesday: <ul style="list-style-type: none"> <li>Ironies of Motivation</li> <li>On the Folly of Rewarding A while Hoping for B</li> </ul> For Thursday: Complete analogies survey in CourseDen (under "Assignments", "Quizzes") [Completing the survey is optional. We will discuss it in class.]	
Week 3: Mon, June 11 – Fri, June 15	Conflict & Negotiation  Leader-Member Exchange  Decisions & Leadership  Cognition	For Monday: <ul style="list-style-type: none"> <li>Case: We are Market Basket</li> <li>Leader-Member Exchange</li> </ul> For Wednesday: <ul style="list-style-type: none"> <li>Job Satisfaction-Job Performance Relationship (stop at the Methods section)</li> <li>Shared Mental Models (stop at the Methods section)</li> </ul> For Thursday: Complete International/Global assignment for in-class discussion	Reflection Paper on Personality and Learning Styles – Due Monday, June 11, 11:59 pm  International/Global Paper – Due Thursday, June 14, 5:30 pm In-class Discussion covering these analyses
Week 4: Mon, June 18 – Fri, June 22	Organization Structure  Organization Culture  Organization Change  Work and Economic Development	For Monday: <ul style="list-style-type: none"> <li>Case: Bluford</li> <li>Johnson &amp; Johnson</li> <li>Creating Shared Value</li> </ul> For Wednesday: Complete group presentation for delivery in class  For Thursday: <ul style="list-style-type: none"> <li>Development as Freedom (intro chapter)</li> <li>How NASA Leaders Enhanced the Meaningfulness of Work</li> </ul>	Observation Assignment – Due Monday, June 18, 11:59 pm  Group Presentation – Due for in-class presentation on Wednesday, June 20
Final Exam Day: Mon, Jun 25			Final Exam to be completed by Monday, June 25, 11:59 pm  Leadership Assignment – Due Monday, June 25, 11:59 pm

\* If you wish to take your proctored exams at a day/time or location other than those scheduled by the professor, please contact the professor at least two weeks prior to the scheduled exam week.