

## **MGMT 3320 – Spring 2018 Organizational Behavior**

Instructor: Dr. Simmons  
Class time: Monday and Wednesday 9:30am to 11:00am  
Classroom: Smith Hutson-Building Room 338  
Office: 236E Smith-Hutson Business Building  
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### **OFFICE HOURS:**

Monday and Wednesday 9:00am to 9:30am; 12:00pm to 2:00pm  
Additional Office Hours can be scheduled via appointment.

### **REQUIRED TEXT:**

Hellriegel, D. and Slocum, J. W. (2011) Organizational Behavior. 13<sup>th</sup> ed. Thomson.

### **PREREQUISITES:** MGMT 3310

### **COURSE CREDITS:** 3 Hours

### **COURSE DESCRIPTION:**

Advanced study of individual and group behavior in organizations and how it affects the achievement of organizational objectives.

### **COURSE OBJECTIVES:**

This course has two major objectives – understanding and cultivating the ability to apply management skills that relate to organizational behavior.

#### **1. Understanding Organizational Behavior**

The first objective is to provide you with a general understanding of how people behave in organizations and what causes them to behave the way they do. At the end of the course, you will be able to understand and explain a variety of behavioral phenomena in organizations including individual behaviors, interpersonal relationships, and group dynamics. For instance, students should be able to understand the concepts and foundational theories with regard to personality, stress, attitudes, organizational culture, leadership, motivation theory, ethics, and attributions about behavior, communication, as well as organizational change. Understanding organizational behavior serves as the first step to effective management. Comprehending accurate information can be powerful.

#### **2. Applying Organizational Behavior**

The second objective of the course is to provide opportunities for you to apply the knowledge of organizational behavior to real situations. At the end of the course, you will be able to diagnose various real world situations and to suggest constructive recommendations based on your behavioral science knowledge.

**COURSE ORGANIZATION:**

1. All the students must have the textbook and read the chapters ahead of class. It is important that you read the text before class because even a comprehensive lecture cannot cover all of the key concepts and terms stated in the text.
2. Lectures are necessary with a course such as this. Furthermore, lectures covering key bodies of knowledge are an efficient means of communicating information. Lectures will be derived from the assigned textbook, “real world” examples of organizational behavior concepts, and other materials.
3. The lecture will be largely based on the interactive sharing of ideas, concepts, and experiences of both the instructor and students. Students are expected to raise points of interest to discuss during class.
4. One organizational analysis assignment will be conducted by your team (I will assign approximately five or six students to a team) to help interpersonal and small team learning. Each team will present their analysis and lead the classroom discussion.
5. The four examinations may consist of multiple-choice, short answer, and essay questions. Exams are designed to assess how well you can analyze, evaluate, and apply the concepts we have covered in class. Although these exams are not designed to be *cumulative*, you may find that some topics discussed early on in the course will show up on later exams. This is because concepts in this course often build upon one another. If necessary, make-up examinations will consist of all essay questions.
6. Students have an option to take a cumulative essay question final exam to replace the lowest grade of a given exam.

**CLASS FORMAT:**

Classes consist primarily of lectures and discussion. The class is designed to be an interactive learning experience. In order to participate and contribute to class discussion, it is important that students complete readings before class and ponder the concepts presented in the material.

**GRADING:**

1. Examinations (600 points):

Exam One	(125)
Exam Two	(125)
Exam Three	(175)
Exam Four	(175)

2. Overall grading breakdown:

Participation/Quizzes	100 points
Team Organizational Study	300 points
Exams	600 points
Total	1,000 points

**\*\*I will use the following to determine final grades. I reserve the right to curve the class grades, if deemed necessary. The exercise of this right will be limited to such cases that are consistent with the interests of students.\*\***

**1000-900 = A****899-800 = B****799-700 = C****699-600 = D****599-0 = F**

**More information on Exams:**

There will be four exams during the semester. The exam dates are NOT negotiable. Exams may consist of multiple-choice, short answer, and essay questions. It is the inherent nature of this course that each chapter builds on the previous chapters. Therefore, exams can be considered cumulative. However, the focus of each exam will be on material covered since the prior exam. The testing domain includes all material covered in the course (assigned readings, lectures, discussions, and videos). Make-up exams are given only with University approved well documented excuses.

- *Students showing up more than 10 minutes late on exams days will have 20 points deducted from the exam.*

**POLICIES:****Attendance Policy:**

Class exercises will be assigned throughout the course. No late papers or assignments will be accepted. If you are absent on the day a class exercise is given or if you come to class late after the assignment is already completed, you will receive a zero for that assignment and it cannot be made up. *There are NO exceptions to this rule unless you have a university-approved absence. Students who choose to sleep in class will also be counted as absent.* In addition, students will be required to bring official documentation for all absences after three missed class periods. ***Students will have three free absences to use throughout the semester.***

**STUDENTS WITH DISABILITIES POLICY:**

It is the policy of Sam Houston State University that individuals otherwise qualified shall not be excluded, solely by reason of their disability, from participation in any academic program of the university. Further, they shall not be denied the benefits of these programs nor shall they be subjected to discrimination. Students with disabilities that might affect their academic performance are expected to visit with the Office of Services for Students with Disabilities located in the Counseling Center. They should then make arrangements with their individual instructors so that appropriate strategies can be considered and helpful procedures can be developed to ensure that participation and achievement opportunities are not impaired.

SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. If you have a disability that may affect adversely your work in this class, then I encourage you to register with the SHSU Counseling Center and to talk with me about how I can best help you. All disclosures of disabilities will be kept strictly confidential. NOTE: No accommodation can be made until you register with the Counseling Center. For a complete listing of the university policy, see:

<http://www.shsu.edu/dotAsset/7ff819c3-39f3-491d-b688-db5a330ced92.pdf>

**STUDENT ABSENCES ON RELIGIOUS HOLY DAYS POLICY:**

Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. Section 51.911 (a) (2) defines a religious holy day as: “a holy day observed by a religion whose places of worship are exempt from property taxation under Section 11.20...” A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.

University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). The instructor will complete a form notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed. For a complete listing of the university policy, see:

</dept/academic-affairs/documents/aps/students/861001.pdf>

**VISITORS IN THE CLASSROOM:**

Only registered students may attend class. Exceptions can be made on a case-by-case basis by the professor. In all cases, visitors must not present a disruption to the class by their attendance. Students wishing to audit a class must apply to do so through the Registrar's Office.

**TEAM PROJECT:**

Team Organization Analysis: Each team (formed of 5 or 6 students) will choose one of the large size (large companies defined as having more than 10,000 employees) companies from the 2017 Fortune 100 Best Companies to Work For. This assignment will provide an opportunity to develop teamwork and leadership abilities. Each team will assume the role of management consultants and will prepare a well-written (10 to 15 page) organizational analysis. The analysis will be specific to issues related to organizational behavior (e.g., motivation, leadership). Each team is expected to present their analysis in class. Evaluation is based on the presentation of the analysis of the organization, initiating and leading class discussion, and providing useful insights that relate to class material. Each presentation will last approximately 20-25 minutes. Please note that the power point slides will also be graded for proper grammar and wording. Papers are due the day of the team's presentation.

Additional points may be added to your team grade if an interview with an employee from the organization is conducted. This interview is NOT a part of the page requirement, but should be placed in the Appendix section of the paper. It should be a written summary of the interview and should be no more than two pages double spaced and should contain at least two quotes from the interviewee.

**Peer rating:**

All members of the same team will not necessarily receive an equivalent grade. Equal input is expected from each team member. Each group member will have the opportunity to rate the contributions of the other members. This peer evaluation will be used to assess whether or not each member of the team has done their fair share of the work conscientiously. Peer evaluations will be due the day of the team's presentation.

**PARTICIPATION/QUIZZES:**

In order to verify your comprehension of the assigned materials, you will be given unscheduled in-class activities. The purpose of the quizzes are to verify that you are reading the assignments before each class and to determine whether or not you understand the lectures. The unscheduled activity may include a short quiz on the assigned reading materials for the day, a case analysis, or may simply involve a team activity based on a relevant class topic. All participation/quiz grades will include a writing component. To enhance the participation process, *about 10 unscheduled in-class activities* will be held throughout the semester. Every unscheduled in-class activity will be worth *10 or 20 points* each.

Students can earn 10 extra credit points if you participate by sending relevant and timely newspaper/magazine articles that supplement course content. You should write a double spaced two page document that ties in the material from the article with course material. You should turn in both the article and your summary. Articles that are pertinent and closely aligned with course material will be shared with the class. You may complete two of these for the semester.

**PROFESSIONALISM:**

Professionalism is an important component of this class. Please be respectful of me, your classmates, as well as yourself. We will discuss "hot button" topics that some might consider controversial, please come speak with me if you have any concerns about this important aspect of this class. It is also possible that we may engage in vigorous debates, but please refrain from making ad hominem criticisms. In addition, please make an effort to become a presence in the classroom, come to class on time, turn off electronics, and be attentive. Please do not text in my class. No one is allowed to take a siesta in class. I also ask that you do not read any materials during our class time that do not directly relate to our discussed topic. I appreciate your willingness to comply with our class guidelines.

**GRADE APPEALS:**

Within 7 days of the date you receive your exam score, submit a written note to the instructor describing the nature of the grading issue you are appealing. Demonstrate in writing how your exam response satisfies the requirements better than the given grade. Include references to readings and class notes where appropriate. Within 7 days of receiving a written appeal, I will respond to you in writing with a decision. I will not entertain grade appeals after submitting final grades. Grade changes based on computational errors will be entertained anytime.

**PREPARATION OF WRITTEN MATERIALS:**

Functioning well in organizations generally requires a considerable amount of communication in writing. It is important that written communication be free of errors. Papers you submit in this class, therefore, are to be free of spelling and grammatical errors. It is strongly suggested that students whose first language is not English pair up with a mentor, either another class member or someone else, who will work with them to review their materials and help them understand the reason for any changes that may be needed.

**OTHER ADMINISTRATIVE CONCERNS:**

*Please note that I strongly prefer to be contacted by e-mail. If you leave a message on the office answering machine, there is the strong possibility that you may not hear from me for at least a day or two. If you have any messages or specific requests for me, please submit them by e-mail. Make sure that all messages include your name and a complete description of your question or concern.*

- I will likely send class e-mails from Blackboard during the semester so please frequently check the e-mail address that you have registered with the university.*

**COPYWRITE NOTICE:**

Unless noted otherwise, all course materials, including syllabus, course notes, exams, handouts, and other course materials are subject to copyright. Permission must be sought from me for reproduction or adaptation.

**FOOD & BEVERAGE POLICY:**

We have beautiful and state-of-the-art classrooms in the Smith-Hutson Business Building. We want to maintain the high quality of these classrooms for the students in future years. Thus, it is necessary for you to adhere to the established policy of NO BEVERAGES, FOOD, TOBACCO PRODUCTS, OR ANIMALS (unless approved) within the Smith-Hutson Building Classrooms. If for special reasons you need to bring water or food into the classroom please inform me in advance.

**SAM HOUSTON WRITING CENTER:**

The Sam Houston Writing Center, located in Farrington 111, is open from 8 a.m. until 7 p.m. Monday through Thursday, 8 a.m. until 3 p.m. on Friday, and 2 - 7 p.m. on Sunday. Writing tutors will work with you at any stage of the writing process (brainstorming, generating a draft, organizing a draft, or revising a draft) for any written assignment. The Writing Center operates on an appointment system, so please call (936) 294-3680 to schedule a session with a writing tutor. Skype sessions are available for distance students, and a tutor is available at the University Center. See website for more information:

<http://www.shsu.edu/centers/academic-success-center/writing/>

**SCHOLASTIC DISHONESTY:**

As commonly defined, plagiarism consists of passing off as one's own the ideas, words, writings that really belong to another individual. In accordance with this definition, you are committing plagiarism if you copy the work of another person and turn it in as your

own, even if you should have the permission of that person. Plagiarism is one of the severest of academic dishonesty and can be expected to result in severe consequences.

This rule does not prevent the discussion of ideas about lectures and cases with members of the same section of MGMT 3320 outside the classroom, as long as appropriate credit is given to the originator(s) of the idea. Obtaining case details or ideas from students from other sections, or getting notes from previous years is not considered honest behavior, as it hinders the normal discovery and learning process of the team, and overstates your preparation.

To prevent any possible misunderstandings on this issue, document your sources well so that I can find the relevant books, newspaper articles, journals, and websites that you use. The failure to properly cite referenced work will result in a lowered grade. At a minimum list the author, title, publication, date, and page, if appropriate.

It is the responsibility of students and instructors to help maintain scholastic integrity at the university by refusing to participate in or tolerate scholastic dishonesty. Scholastic dishonesty in any form is not tolerated in this course.

#### **ACADEMIC DISHONESTY (SHSU Policy):**

All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials. For a complete listing of the university policy, see:

<http://www.shsu.edu/dept/dean-of-students/>

**Academic Misconduct: “All students who enroll at Sam Houston State University agree to assume the responsibilities of citizenship in the campus community.” Any form of cheating will not be tolerated!**

**COURSE CALENDAR**

<b>DATE</b>	<b>TOPICS</b>	<b>ASSIGNED READING</b>
Jan 17 <sup>th</sup> - Wed	<i>*Snow Day*</i>	
Jan 22 <sup>nd</sup> - Mon	Syllabus- Introductions Learning about Organizational Behavior	Ch. 1
Jan 24 <sup>th</sup> - Wed	Individual and Organizational Ethics	Ch. 2
Jan 29 <sup>th</sup> - Mon	Understanding Individual Differences	Ch. 3
Jan 31 <sup>st</sup> - Wed	Perceptions and Attributions <i>Feb 1<sup>st</sup> Last day to drop without a "Q" and receive 100% refund</i>	Ch. 4
Feb 5 <sup>th</sup> - Mon	Learning Concepts to Improve Performance	Ch. 5
Feb 7 <sup>th</sup> - Wed	<b>Exam I</b>	
Feb 12 <sup>th</sup> - Mon	Motivating Employees <i>Team Assignments</i>	Ch. 6
Feb 14 <sup>th</sup> - Wed	<b><i>Team Project Work Day</i></b> <i>Roles and Responsibilities for Team Project and Team Contract Due Before Midnight</i>	<i>No Formal Class</i>
Feb 19 <sup>th</sup> - Mon	Motivating Employees	Ch. 6
Feb 21 <sup>st</sup> - Wed	Motivation: Goal Setting and Reward Programs	Ch. 7
Feb 26 <sup>th</sup> - Mon	Workplace Stress and Aggression	Ch. 8
Feb 28 <sup>th</sup> - Wed	Developing and Leading Teams	Ch. 12
March 5 <sup>th</sup> - Mon	Developing and Leading Teams	Ch. 12
March 7 <sup>th</sup> - Wed	<b>Exam II</b>	
March 12 <sup>th</sup> - Mon	<i>Spring Break</i>	
March 14 <sup>th</sup> - Wed	<i>Spring Break</i>	
March 19 <sup>th</sup> - Mon	Interpersonal Communication in Organizations	Ch. 9
March 21 <sup>st</sup> - Wed	Leadership Effectiveness: Foundations	Ch. 10



March 26 <sup>th</sup> – Mon	Leadership Effectiveness: New Perspectives	Ch. 11
March 28 <sup>th</sup> – Wed	Managing Conflict and Negotiating Effectively	Ch. 13
April 2 <sup>nd</sup> – Mon	Managing Conflict and Negotiating Effectively	Ch. 13
April 4 <sup>th</sup> – Wed	<b>Exam III</b>	
April 9 <sup>th</sup> - Mon	<i>Team Presentations</i>	
April 11 <sup>th</sup> - Wed	<i>Team Presentations</i>	
April 16 <sup>th</sup> - Mon	<i>Team Presentations</i>	
April 18 <sup>th</sup> - Wed	<i>Team Presentations</i>	
April 23 <sup>rd</sup> - Mon	Managerial Decision Making	Ch. 14
April 25 <sup>th</sup> - Wed	Organization Design/Cultivating Organizational Culture	Ch. 15/Ch. 16
April 30 <sup>th</sup> - Mon	Managing Organizational Change	Ch. 17
May 2 <sup>nd</sup> - Wed	<b>Exam IV</b>	

### Syllabus Change

You may expect that amendments to this syllabus will be made as the course progresses.

## Student Information Sheet

**Full Name:** \_\_\_\_\_

**Preferred or Nickname:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Major / Minor:** \_\_\_\_\_

**Year and Semester of Graduation:** \_\_\_\_\_

**Post-graduate plans:** \_\_\_\_\_

**Reason you are taking this course:** \_\_\_\_\_

**Other courses you are taking this semester:** \_\_\_\_\_

**Previous internships and work experience:** \_\_\_\_\_

**Course expectations (What do you expect out of this course?):** \_\_\_\_\_

**If anything, what concerns you about this course?:** \_\_\_\_\_

If you are not comfortable giving out some or all of this information, for whatever reason, please leave those areas blank. The information you provide on this form will be treated as strictly confidential and will only be distributed in accordance with SHSU policy and public law. Disclosure is voluntary and will only be used for student familiarization and contact purposes.

**Please complete, detach, and return this page to me. I look forward to working with you this semester. Thanks!**