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BMGT 640.V60: Organizational Behavior

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BMGT 640: Organizational Behavior

University of Montana College of Business

Instructor Information:
Theresa Floyd, Ph.D.
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Office: GBB 306
Office Hours: MW 12-2:30 or contact me for an appointment. Happy to meet via Zoom if that works better for you.

Course Information:
Fall Semester, 2022; Weeks 1-10
2 MBA credits, letter grade
Meeting Place: GBB 119
Meeting Time Section 60: M 4:00-5:50 PM; Section 61: M 6:10-8:00 PM

Course Description:
This course draws on insights from theory and practice to better understand how and why people think, feel, and act in organizational settings. This has always been important but it has become especially important in the modern workplace where employees are increasingly expected to work with peers, superiors, and subordinates across hierarchical and departmental lines to get the job done.

Our goals are to understand and apply the adaptive leadership approach to addressing thorny problems in business organizations, develop our skills in crafting effective career networks, motivating employees and teams, fostering adaptive and agile organizational culture, and identifying and addressing conflict and inequality.

Learning Objectives:
At the end of this course, you will be able to:
1. *Practice adaptive leadership* to successfully initiate a needed change in your organization.
2. *Understand* the importance of social networks to career development and advancement, and *craft* and *develop* your own career network.
3. *Practice* providing effective feedback to motivate employees.
4. *Understand* how organizational culture contributes to organizational success and *describe* the characteristics of an adaptive culture.
5. *Identify* motivating and demotivating manager behaviors.
6. *Understand* the problems that leaders confront in managing teams and conflict.
7. *Identify* the causes of inequality in our business institutions, *identify* problems with commonly used diversity programs, *identify* and *understand* how to use potentially better solutions.

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Required Readings:
- Harvard Business Publishing Coursepack: UM MBA Organizational Behavior 2021; Cost: $25.50; Purchase online using this link: https://hbsp.harvard.edu/import/967263
- The Practice of Adaptive Leadership, Heifetz, Linsky, & Grashow; Cost: ~$25.00; Available from multiple sellers in Hardcover and digital formats, including Amazon: https://www.amazon.com/Practice-Adaptive-Leadership-Changing-Organization/dp/1422105768
- Leader Network Diagnostic. Cost: $40; Purchase online using this link: https://networkleader.com/code/61ad682ad1dc080422bd9efa-2021-12-06-mba_ob_fall2022
- All other required readings are provided in Moodle.

Grading Scale:

A	93% and above	B	83% to 86%	C	73% to 76%
A –	90% to 92%	B –	80% to 82%	C -	......70% to 72%
B +	87% to 89%	C +	77% to 79%	F	Below 70%

Requirements:
This class consists of a combination of readings, group discussion, and practical application (i.e. through exercises and cases). You are strongly encouraged to participate in all these events as they are the central component of the course. You will participate in and analyze various cases or exercises.

Your learning experience depends on personal participation and involvement. Sharing your perceptions and ideas with others is critical for learning and understanding. You should be prepared to take some risks and to be supportive of others' efforts to do the same. You should also be prepared to observe the guidelines outlined below as these promote a more relaxed and productive class atmosphere.

The course is **flexible format**, which means that you can attend live in Missoula, live via Zoom, or participate via online discussion boards. **I strongly suggest that you attend live (either in person or via Zoom)** whenever possible, because you will get a lot more out of the course if you participate in our in-class discussions.
In-class/online discussion - 20%
Assignments - 35%
Capstone Company Case Study Project – 20%
Adaptive Leadership Project – 25%

> **In-class discussion**
> For each course topic, there will be required readings and other materials available in Moodle. You are expected to peruse all required materials associated with each Monday class meeting *by the Sunday before class*. During class time, everyone will be expected to participate – I may call on you. This is not to put you on the spot, but to make sure everyone has a chance to contribute. Students who are unable to attend class due to work commitments will fulfill the in-class discussion

requirement using the "Continue the Discussion" forum for any class they miss. Take the time to do good work on this – it is to replace a two-hour class session, so put in the effort! Refer to the Moodle discussion forum for detailed instructions.

Assignments

There are several assignments associated with the course, each to be completed independently and turned in via Moodle throughout the semester. Details and due dates for each assignment are provided in the Course Schedule and in Moodle under each of the topics covered. No late assignments will be accepted.

Capstone Company case study project

In this project, you will pick a recent news story about your Capstone Company (assigned by the MBA program, you received an email from Dawn Hambrick with your assignment) that is related to one of the topics of our course and will do additional research to develop recommendations for the company to address the issue(s) they are facing. More details and due dates are available in the course schedule and in Moodle.

Adaptive Leadership project

In this project, you will develop your adaptive leadership skills through addressing a thorny challenge you are currently facing at work. We will use in-class peer consulting sessions to help you develop your strategy. More details and due dates for this project are available in the course schedule and in Moodle under the weekly topic folders.

Course Expectations

This course is designed to build on students' functional understanding of organizational behavior. Students are expected to demonstrate communication skills, ethical decision making, and professionalism in the classroom. Positive contribution to class discussions is required.

COVID-19 mitigation

The University encourages COVID-19 vaccines and boosters, which are offered for both students and employees at the Health Services Pharmacy inside Curry Health Center.

Masks are only required inside Curry Health Center and in some medical/research laboratories on campus. This requirement will be clearly posted. Required or not, we respect those choosing to wear a mask to reduce spread of respiratory viruses.

COVID-19 testing for students is available at Curry Health Center. For employees, contact your primary care provider or visit a walk-in clinic. Free at-home tests can be ordered online, or there may be tests available through the Health Services Pharmacy by calling 243-5171.
If you're having symptoms, please stay home and attend class via Zoom! If you're feeling too ill to attend class live, the asynchronous option is always available. Stay well!

Being Prepared
Students are expected to complete the readings and other preparations, including any assignments PRIOR to class. Students will find that the lectures, discussion materials, and exercises supplement the readings instead of serving as a review of the material covered in the readings. As such, students are expected to diligently complete the readings and be prepared to ask questions regarding any materials that they do not understand. The expectation is to have a highly interactive learning environment.

Do not be afraid to participate because of the size of the class and never hesitate to ask questions. If you do not get an opportunity to ask your question during class, stop by my office or feel free to contact me via e-mail.

Professional Behavior
There are very high expectations about professional behavior in the College of Business. Refer to the Code of Professional
Conduct: **http://www.business.umt.edu/ethics/professional-conduct-code.php**.

I expect the following professional behaviors:
- Complete readings in a timely manner.
- Participate fully in class discussion and be a supportive colleague to your classmates.
- Do your fair share on the team project.
- Foster academic honesty.

Ethical Guidelines
Stealing someone else's ideas is the same as stealing someone's property. Cite others' ideas in standard footnote or endnote format (in written work and all projects). Paraphrase whenever possible. In general, a paraphrase uses no more than three of the same words in a sentence as the original source.

The University of Montana Student Conduct Code specifies definitions and adjudication processes for academic misconduct and states, "Students at the University of Montana are expected to practice academic honesty at all times."
See: http://ordway.umt.edu/SA/VPSA/index.cfm/name/StudentConductCode for a full review of the **University of Montana's student conduct code**.

At UM, we believe in academic honesty. Do the right thing and stand up for our values.

Moodle
All class-related communication will be done through Moodle. I will post class notes, any additional readings or other materials, and announcements on this site.

Emergency procedures
UM Emergency Procedures video: https://www.youtube.com/watch?v=iZ_9_Oj9ec4

My Commitment to Inclusion

Consistent with the [UM Diversity, Equity, and Inclusion Plan](), I strive to include the representation of the different identities, characteristics, experiences, and perspectives of all students. I will offer everyone what they need to succeed by increasing access, resources, and opportunities for all, especially for those who are systematically underrepresented and have been historically disadvantaged. I will create a welcoming learning environment in which differences are celebrated and everyone is valued, respected, and able to reach their full potential. If I fall short on any of these commitments, I kindly ask you to let me know, so I can rectify my mistakes.

Accessibility

If you are a student who has special needs because of a learning disability or any other kind of disability, please contact me during the first week of class so that we can make appropriate accommodations to ensure you receive the full benefit of the course. The Office for Disability Equity (ODE) can be reached at (406) 243-2243 (Voice/Text) or [ode@umontana.edu](). Their website can be accessed via this link: https://www.umt.edu/disability/

Cultural Leave Policy

UM has a Cultural and Ceremonial Leave Policy: "Cultural or ceremonial leave allows excused absences for cultural, religious, and ceremonial purposes to meet the student's customs and traditions or to participate in related activities. To receive an authorized absence for a cultural, religious or ceremonial event the student or their advisor (proxy) must submit a formal written request to the instructor. This must include a brief description (with inclusive dates) of the cultural event or ceremony and the importance of the student's attendance or participation. Authorization for the absence is subject to approval by the instructor. Appeals may be made to the Chair, Dean or Provost. The excused absence or leave may not exceed five academic calendar days (not including weekends or holidays). Students remain responsible for completion or make-up of assignments as defined in the syllabus, at the discretion of the instructor."

Food and Housing Insecurity

Any student who faces challenges securing food or housing, and believes that this could affect their performance in this course, is urged to contact any or all of the following campus resources:

- **Food Pantry Program**: UM offers a food pantry that students can access for emergency food. The pantry is open on Tuesdays from 12 to 5 PM and Fridays from 10 AM to 5 PM. The pantry is located in UC 119 (in the former ASUM Childcare offices). Pantry staff operate several satellite food cupboards on campus (including one at Missoula College). For more information about this program, email umpantry@mso.umt.edu, visit the UM Food Pantry website, or contact the pantry on social media (@pantryUm on twitter, @UMPantry on Facebook, um_pantry on Instagram).
- **ASUM Renter Center**: The Renter Center has compiled a list of resources for UM students at risk of homelessness or food insecurity. Students can schedule an

appointment with Renter Center staff to discuss their situation and receive information, support, and referrals.
- **TRiO Student Support Services**: TRiO serves UM students who are low-income, first-generation college students or have documented disabilities. TRiO services include a textbook loan program, scholarships and financial aid help, academic advising, coaching, and tutoring. Students can check their eligibility for TRiO services online. If you are comfortable, please come see members of the teaching team. We will do our best to help connect you with additional resources.
- Please contact me any time for help if you are comfortable doing so. I will do my best to help connect you with additional resources

Student Mental Health and Well-being
At UM, we value every student's well-being and believe that taking care of yourself is imperative to your success as a student. College students often experience issues that may interfere with academic success such as academic stress, sleep problems, juggling responsibilities, life events, relationship concerns, or feelings of anxiety, hopelessness, or depression. If you or a friend is struggling, we strongly encourage seeking support. Helpful, effective resources are available on campus.
- If you are struggling with this class, please visit during office hours or contact me by email at theresa.floyd@umontana.edu
- Check-in with your academic advisor if you are struggling in multiple classes or if you are unsure whether you are making the most of your time at the University of Montana
- Reach out for Counseling Support at Curry Health Center Counseling. To make a counseling appointment call 406-243-4712 or go online to the Curry Health Portal to schedule an appointment
- If you feel you need accommodations for a mental health concern, reach out to the Office of Disability Equity (ODE) at 406-243-2243
- If you feel that you would benefit from general wellness skills to support your overall stress reach out to CHC-Wellness at 406-243-2809
- If you have experienced sexual assault, relationship violence, bullying, intimidation, or discrimination contact the Student Advocacy Resource Center (SARC) 406-243-4429 *24/7 support line 406-243-6559
- If you are experiencing a mental health crisis and seeking immediate help, call 911, go to the nearest hospital emergency room or call Campus Safety at 406-243-4000

Other Resources:
- 24/7 National Suicide Prevention Lifeline/Crisis Counseling: 1-800-273-TALK(8255)
- 24/7 Community Resource line, text 211 or go to: https://montana211.org/
- The Strong Hearts Native Helpline: (844) 762-8483
- National Crisis Text line, text "HOME to 741741
- STUDENTS OF COLOR, text "STEVE" to 741741
- LGBTQIA2S+ Students, text "START" to 678678
- 24/7 Trevor Lifeline - for LGTBQIA2S+ folks in Crisis: (866) 488-7386, https://www.thetrevorproject.org/

Grievance Procedures
The formal means by which course and instructor quality are evaluated is through the written evaluation procedure at the end of the semester. The instructor and department chair receive copies of the summary evaluation metrics and all written comments sometime after course grading is concluded. Students with concerns or complaints during the semester should first communicate these to the instructor. This step almost always resolves the issue. If the student feels that the conflict cannot be resolved after meeting with the instructor, the student should contact the department head. If, after speaking with the department head and the instructor, the student still feels that the conflict has not been resolved, contact the Associate Dean of the College of Business.

Drops and Incomplete Grades
This course follows published UM policies on drop dates and incomplete grades.

Policy per the UM catalog: "Incomplete grades are not an option to be exercised at the discretion of a student. In all cases it is given at the discretion of the instructor within the following guidelines. A mark of incomplete may be assigned students when (1) the student has been in attendance and doing passing work up to three weeks before the end of the semester, and (2) for reasons beyond the student's control and which are acceptable to the instructor, the student has been unable to complete the requirements of the course on time. Negligence and indifference are not acceptable reasons.

Mission Statement and Assurance of Learning
The College of Business at the University of Montana creates transformative, integrated, and student-centric learning experiences, propelling our students to make immediate and sustained impact on business and society. We nurture our students' innate work ethic to develop confident problem solvers and ethical decision makers. We pursue thought leadership and collectively create opportunities for a better life for our students, faculty, and staff.

COB Core Values:
- Students first: We educate the whole person
- Experiential learning: We create experiences that matter
- Thought leadership: We create rigorous and relevant knowledge
- Stewardship: We value people, planet and profit

MBA Learning Goals:
As part of our assessment process and assurance-of-learning standards, the MBA program has adopted six learning goals for our students.

MBA graduates will demonstrate:
1. Integrated knowledge of business functions
2. Communication skills and teamwork ability
3. Ethical conduct, social responsibility, and professional leadership
4. Analytical and innovative thinking in business problem solving
5. Knowledge and application of current trends in information technology
6. Ability to evaluate implications of operating in the global business environment