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### MGMT 340.02: Management and Organizational Behavior

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## **Management And Organizational Behavior**

Dr. Fengru Li

MGMT. 340 Sections 1,2, & 3

Section 1 meets MWF 8:10-9:00 am in GBB 123

Section 2 meets MWF 9:10-10:00 am in GBB 123

Section 3 meets MWF 11:10-12 pm in GBB L09

School of Business Administration

**Fall 2003**

Office: GBB 357 Tel. 243-2727

Office Hrs: MWF 10:10-11:00

E-Mail: Fengru.Li@business.umt.edu

Course information is posted on <http://www.business.umt.edu/faculty/fengru>

### **School of Business Administration Mission Statement:**

The faculty and staff of The School of Business Administration at The University of Montana-Missoula are committed to excellence in innovative experiential learning and professional growth through research and service.

### **Required Text:**

- Moorhead and Griffin (2001). Organizational Behavior: Managing people and organizations (6<sup>th</sup> Ed.) Houghton Mifflin Co., ISBN 0-618-05649-1
- Class Handouts

### **Course Overview**

This entry-level course, Management and Organizational Behaviors (Mgmt. 340), introduces you to basic concepts and practices of managing the human side of organizations. Major subjects to be covered are:

- Historical development and future trends in the field of Organization Behaviors;
- Culture diversities shaping OB practices;
- Personalities, motivation and leadership;
- Teams, decision making, conflicts and Negotiation; and
- Organizational culture and change

### **My Expectations of you**

I expect all my team members (you) to display three qualities throughout the 16 weeks: **Excellence**, which gets you to play the game; **Innovation**, which puts you in a competitive position, and **Anticipation**, which provides you with the information that allows you to be in the right place at the right time. By accepting this contract (syllabus), you've agreed to meet the expectations.

As an educator of ten years and international business professional of seven years, I've always held

the belief that with a self-motivated team, we can accomplish the above. I do expect you, future business professionals, to treat this class as a top-notch global company and practice your professional skills.

### **Course Goals**

1. To expose you to the most influential theories and practices of organizational behaviors.
2. To enrich your learning by observing, experiencing and interacting with other organizational members.
3. To work with a local business throughout the semester on issues of management and organizational behaviors and present your work.
4. 60% of the course contents are from your textbook, another 40% from other sources of instructor's choice.

### **Teaching approach:**

60% lectures and 40% class activities, which include structured group discussions, group activities, cases studies, movies, field research trips to local business (your presentation project) and team presentations.

### **Course Evaluation:**

**Course Grade (no curve, no extra credit work due to the extra 4 bonus pts and the class size)**

91-100 points= A; 81-90 points= B; 71-80 points= C; 61-70 points = D; 60 or below = F  
5 bonus points to be earned throughout the semester at the instructor's discretion.

**60 points total:** Six 10-question multiple-choice quizzes

(An optional comprehensive quiz 7 will be given during final's week to be used for a make-up quiz or replacement for the lowest scored quiz)

**35 points total:** Team presentation project. Missing this project leads to "F" for the course grade. (Team research and presentation 20pts. Team Written Executive Research Report 15 pts.)

**5 points** at the discretion of the instructor.

*No make-up quizzes except for documented medical and/or family emergencies. You should contact Dr. Li prior to the quiz. Her voice mail: 243-2727. It records the day and time your call comes in.*

### **Course Policies:**

Tardiness is **strongly** discouraged. If teaching and presentation are in progress, please enter from back door.

Termination behavior: I'll let the class off on time but I will not put up with early termination signals, such as packing, early leaving etc.

Quiz days fall on the weeks specified without prior notice of the specific time. The rationale is to reward those who are with our team through thick or thin, attending all classes.

Bring textbook to class every day. Occasionally, I'll have open-book quizzes.

**I will check on the attendance during team presentation days. Missing each presentation will lead to 1 point deducted from your final grade.**

### **Personal Information**

Confucius said in 500 B.C. that it would take one year plan to harvest crops, ten years for a tree, and hundred years for an educated person. My lifetime passion has been in higher education in the global environment. My first career of 10 years was in international business first for the Chinese government and later for American companies doing marketing and sales with clients from countries in the North America, Europe, Asia and the Middle East.

I've taught at Nankai University in China, Hong Kong Baptist University in HK, The University of Washington in Seattle, and Business School of the University of Montana since 1997. Courses I've taught both at undergraduate and graduate levels include: Management and Organizational Behaviors; Business Negotiations; Crisis Management, Professional Communication; Intercultural Communications; Business and Society.

My research interests focus on human behaviors in cross-cultural business and organizational settings, and intercultural business communications.

I have a 19-yr-old son at Montana Tech. in Butte, majoring in automobile engineering and a 14-yr-old nephew living with me. I've two adoptive dogs that I've failed miserably in disciplining during their formation years. (One from Missoula Humane Society, the other from Seattle). I obtained my degree of Doctor of Philosophy (Ph.D.) in 1996 from the University of Washington in Seattle. I did my two master's degrees here at U of M.

### ■ TENTATIVE SCHEDULE

**\*\* Subjective to changes. All readings must be done prior to class. \*\***

#### WK 1 Course Orientation and Introduction to O.B.;Chapter 1

9/3 Course Orientation: Attitude Survey; Course intro; Team contract (due 9/11 in class)

9/5 Video: Paradigm Shift (two questions in quiz #1 are from this video)

#### WK2 Quiz #1(ch. 1 & 2): Chapter1, 2

9/8 Lecture, Networking exercise;

9/10 lecture, Networking continues; Team Contract due; lecture

9/12 Lecture

#### WK3 Team formation week: Chapters 3&4:

9/15 lecture, Networking continues

9/17 lecture, Movie and Team formation day (read attached team project assignment sheets)

**Team research information sheet due**

9/19 Lecture; Li debriefing Field Research Project  
**You are at your own risk to miss this day to join a team**

**WK4 Quiz #2(ch. 3 & 4): Chapter 5**

9/22 Lecture  
9/24 lecture  
9/26 Lecture; Li assigns presentation schedule

**WK5 Chapter 6**

9/29 lecture,  
10/1 **No formal class; Teams do field research & participating Career Fair at UC**  
10/3 Lecture

**WK6 Quiz #3(ch. 5 & 6); Chapter 8**

10/6 Lecture  
10/8 Lecture  
10/10 Lecture

**WK7 Teams 1 & 2 presentations; Chapter 9**

10/13 Lecture  
10/15 Teams 1 & 2 presentations  
10/17 Lecture

**WK 8 Quiz # 4 (Ch. 8 & 9); Chapter 10**

10/20 Lecture  
10/22 Lecture  
10/24 Lecture

**WK 9 Teams 3 & 4 presentations; Chapter 10 & 11**

10/27 Lecture  
10/29 Teams 3& 4 presentations  
10/31 Lecture

**WK10 Chapter 11; Quiz # 5 (Ch. 10, 11)**

11/3 Lecture  
11/5 Lecture  
11/7 No class, Li at conference

**WK11 Teams 5 & 6 presentations; Chapter 13**

11/10 **Veteran's Day; No Class**  
11/12 Lecture  
11/14 Teams 5& 6 presentations

**WK12 Chapter 13 & 14 ; Teams 7 & 8 presentations;**

11/17 Lecture

11/19 Teams 7 & 8 presentations

11/21 Lecture

**WK Chapter 14 & 15**

11/24 Lecture

11/26 **Thanksgiving; No Class**

11/28 **Thanksgiving; No Class**

**WK 14 Chapter 15; Teams 9 & 10 presentations**

12/1 Lecture

12/3 Teams 9 & 10 presentations;

12/5 Lecture

**WK 15 Quiz #6(ch. 13, 14, 15); Optional team presentation**

12/8 Lecture, Course summary, movie on negotiation

12/10 lecture & optional team presentation

12/12 **No Class. Executive report writing day;** Dr. Li in office

**WK 16 Finals**

12/19 Hard copy team executive report due by 9:00 AM to Dr. Li's office. Late turn-ins will be penalized.

12/19 **Optional comprehensive Quiz # 7 at 9:00-10:00a.m**

**Networking sheets:** 9/3—9/10

Spend 5-7 minutes on each person, network 2 persons a day. Ask about any information you all feel comfortable with. For your selection of team members, you may consider the following:  
Work experience, career goals, hobbies, things that turn you on/off, hometown, parents, work styles (i.e. organizer, procrastinator, leader, follower, gofer, etc.). Be creative.

Day1 Name:

Name:

Day2: Name:

Name

Day3: Name:

Name

Day4: Name:

Name

**Team Research Information sheet (due 9/17 in class )**

Make yourself a copy before turning in.

Preferred presentation time/day (check the syllabus schedule and rank your three choices)

Presenters:

Name:

Name:

Name:

Name:

Your assigned topic

Possible businesses/ organizations to visit and study (up to three)

- 1,
- 2,
- 3,

Members' connections with the business(es)

Possible field trip days, time:

Specify

Possible research methods, procedure:

Division of responsibilities (who does what, when, how etc.)

### **Team Research Project 35 points**

(20 pts for research & presentation, 15 pts for Team's Executive Report)

Team formation (5 people in a team)

Team information sheet due in class 9/17

Team Executive Research Report due final's wk (see requirements attached)

One-page presentation outline & team peer evaluation due (right before your presentation)

***\*\*Presenters reading from notes and/or unable to answer post-presentation questions from the instructor will receive individual penalty, that is, his/her presentation score will be lower than the team score.***

***\*\* Late turn-ins will result in 1/10 deduction of project grade for the team \*\****

#### **Research /Presentation Task:**

Your team will contact a local business or organization, profit or non-profit, to study any **one aspect** of the O.B. issues. Your field experience with the business should help you to understand and make sense of the organizational concepts as practiced or not practiced in real organizations.

Your field research methods should include at least three of the following:

Observing business activities there, interviewing, questionnaire surveys, serving as consultants, providing training, etc.

Your team will present your research to the class (make sure to make a formal invitation to the businesses you studied to attend your presentation if they choose so).

**I will not mediate any conflicts.** The whole team is responsible for the project. If there are signs of problems, deal with them. Choose your own team members with caution. Here are some tips:

- a. Observe individuals during the first two weeks activities of "net-working."
- b. If you're a trooper, don't associate yourself with a slacker unless you're on a mission impossible.
- c. Take initiative to ask and connect, instead of waiting to be asked.

#### **I. Team Presentation grading criteria (25 pts. Grading sheet attached)**

1. Peer Evaluation sheet due in class on your presentation day
2. Start and Finish on time, total of 22 minutes.  
A full 20 minutes presentation and followed by 2-minute questions from audience.
3. Power Point presentation is required. It is your responsibility to learn the operation system.
4. Presentation should demonstrate team spirit, equal participation of all members, smooth transitions among members and subjects, clear and creative introduction, content, conclusion, visual aids (if you have any).
5. Your objectives/goals should be clearly stated.
6. Presentation strategies and tactics should be well conveyed through content, design, and clear transitions among members.



7. You invite audience participation.
8. Your presentation is lively, innovative, focused, and sustains audience interest.
9. One-page presentation outline should include all presenters' names, section number, title, date of presentation, complete theme statement, complete supporting sub-theme sentences, and conclusion. The format should follow the suggested "Guidelines for Writing an Outline and Executive Report" (pages 14-18). Do not turn in power point slides, but a real outline. Outline is due right before presentation.

### **Topics for 2003 Fall Semester**

*Below research areas or topics will be randomly assigned to teams on 9/19*

1. Power and politics in organizations
2. Organizational structures and performance
3. Organizational change and environment
4. Organizational cultures
5. Creativity and/or innovation in organizations
6. Decision-making process in organizations
7. Negotiation dynamics in organizations
8. Group behaviors in organizations
9. Teams in organizations
10. Business ethics in organizations
11. Conflicts in organizations
12. Leadership practices and theories in organizations
13. Communication in organizations
14. Stress and/or stress management at the workplace
15. Goal setting and performance appraisal
16. Performance and rewards/incentives
17. Job design and employee participation
18. Motivation: process-based
19. Personalities/attitudes at the workplace
20. Diversity at the workplace
21. Management in non-profit organizations

**Organizations**

A golf course  
Great Harvest Bread  
Campbell's soup  
Thompson Dental  
UM Soccer Team  
Iron Horse Bar  
Sean Kelly's  
Mackenzie River Pizza Company  
McDonald's  
Costco  
Sun Mountain Sports  
The Missoulian  
Police department  
Albertson's  
Bitterroot Motors  
Youth Home  
A local accounting firm  
American titles  
John Deere  
Saturn  
Wal-Mart  
Department of Corrections  
Delta Airlines  
A national firm  
?  
Bob Ward's  
Great Harvest Bread

**Subjects under presented, but encouraged**

Business Ethics  
Organizational culture  
Organizational change and performance  
Innovation and creativity  
Employee participation  
Learning organizations  
Decision making process and behaviors  
Influence in leadership  
Power and politics in organizations  
Impression management  
Team behaviors  
Conflicts management

**Topics**

Weber's organization theory  
Organizational culture  
Media communication in Asian countries  
Diversity in hiring, training, and retention  
How to train teams  
Personality in hiring  
Motivation  
Motivation in customer service  
Training  
Hiring and training  
Creativity, innovation, and the brain  
Benefits  
Job design and motivation  
Training and rewards  
Stress management  
Management communication  
Technology and communication  
Team and performance appraisal  
Leadership  
Teams  
Training and performance  
Dealing with change  
Customer service  
Telecommuting and its impact  
Communication networks  
Business communication  
culture, management, success

Business communication  
Interpersonal communication among people  
Organization and environment  
Personality tests and performance  
Performance appraisal  
Rewards and performance  
Equity theory and practice  
Social contract  
Behavior modification  
Perception and attitudes  
Work force diversity  
Management skill

2003

**Team Research Presentation Grading Sheet (20 points)**

Presentation date:

Presentation subject:

Individual peer evaluation due on the day of your presentation

Reminder: your presentation is based on your field study of a local or national business or organization with respect to any **one aspect** of its management or organizational behavior issues.

How to log on to the computer: Domain is this computer or local machine; Password is gbbtech

E = Excellent (A)    G = Good (B)    I = Improvement Needed (C)    L = Lacking (below D)

**I. Time Management    2pts**

Start on time:
Full 20 minutes content presentation:
Finish on time:
Full 2-minute Q & A from audience:

**II. Team spirit demonstrated: 5pts**

Equal presentation of all members:
Smooth subject transitions among members:
Invited audience participation during presentation:
Comments:

**III. Content Organization: 10 pts**

Clear thesis statement:
Creative introduction:
Clearly stated objectives/goals:
Contents design clearly conveyed via topic arrangement, strategies, tactics:
Clear conclusion:
Creativity and originality:
Comments:

**IV. Presentation Styles 3pts**

Professionally written outline to professor prior to presentation (see sample):
Lively, innovative, focused use of technology:
Visual aids facilitate learning:
Sustained audience interest/attentions:

Dr. Li's 340 sections

**Team Written Research Report Grading Criteria (15 pts. grading sheet below)**

*Guidelines for writing an outline and the executive report is posted on Li's web under 340 class. Please download.*

1. Please read suggested guidelines for writing an outline and executive report in your syllabus before writing.
2. All team members will get one grade because the team turns in one report.
3. The written Executive Report should be 2-page, double-spaced, and 12 font. It should be a formal college level writing, not a transcript of your oral presentation. It should be a smoothly-flowing, essay-type writing. Do not use subtitles/subheadings.
4. It should include at least the following elements:
  - Cover page with title, team members' names, course etc.
  - a. Your theme statement sentence (do not use "how," "what," "why," in theme)
  - b. Each supporting argument is clearly stated;
  - c. Your selected research scope, topic, purpose(s), and rationale;
  - d. Describe and summarize your research methods, procedures and findings;
  - e. Conclude with implications to the study or management of O.B.

**Grading criteria (15 pts)**

2 pts 1. Your report should be of formal college writing with correct grammar, sentence structure, contents organization and punctuations. It has cover page with title, team members, section number, and name of the organization studied. It is 2-page maximum and double-spaced in 12-point font.

5 pts 2. Your report has a clearly and succinctly worded theme statement with precise supporting arguments (1-3). You have also fully developed your supporting points with evidence from your research throughout you paper.

3 pts 3. You have clearly described your research scope, methods, procedures, and rationale.

5 pts 4. You have summarized your research findings and provided implications to the theories or practices of management and organizational behaviors in your paragraph.

Team grade:

**Confidential.** For instructor's use only. Due in class on your presentation day Name of evaluator:

### **PEER EVALUATION OF TEAM MEMBERS**

Please use the following form to evaluate your fellow group members for the team research and presentation project. You should NOT include yourself in the evaluations.

Member Name	Meetings	Quality and Quantity	Cooperation and Teamwork	Follow Through	TOTAL SCORE

#### **Meetings:**

- 4 = Attended all meetings, arrived on time, stayed longer than the scheduled meeting time
- 3 = Attended most group meetings, arrived on time, stayed to length of time scheduled
- 2 = Attended some group meetings, and arrived late or left early on occasion
- 1 = rarely attended meetings, and when attending arrived late or left early

#### **Quality and Quantity:**

- 4 = continuously provided valuable input into the project and facilitated discussions
- 3 = provided useful input most of the time, and was helpful in getting tasks accomplished
- 2 = Ideas were weak and input limited, performed only work assigned
- 1 = Contributed very little, if at all, to the paper

#### **Cooperation:**

- 4 = Led the group in establishing a cooperative team environment
- 3 = Sometimes led the group, provided the support for other team members on occasion
- 2 = Went along with whatever the rest of the group decided
- 1 = Created problems and was disruptive

#### **Follow-through:**

- 4 = Completed assigned work on time and error free
- 3 = completed work on time with some changes required
- 2 = required some prompting to complete assignments on time, several changes were required
- 1 = rarely completed assignments, work completed was often not useful

Other comments