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Fall 9-2015

### BMGT 340.01: Management and Organizational Behavior

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#### Recommended Citation

Li, Fengru, "BMGT 340.01: Management and Organizational Behavior" (2015). *University of Montana Course Syllabi*. 3803.

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**BMGT340 Management and Organizational Behavior (3-Cr)**  
**Fall 2015 University of Montana – School of Business Administration**  
Dr. Fengru Li

MW 11:10AM – 12:30PM Room 122

Office Hours: 3:40-5:00 GBB 304 (or by appt. or walk-in)

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<http://www.business.umt.edu/FacultyStaff/FengruLi.aspx>  
<http://www.umt.edu/catalog/colleges-and-schools/business-administration/management-and-marketing/bs-management/default.php>

**UM School of Business Administration**

**Vision:** Learn, Apply, Thrive - Prepare for Life.

**Mission:** Enhances lives and benefits society by providing world-class business education in a supportive, collegial environment.

**Shared Core Values:** *Create Significant Experiences; Build Relationships; Be Relevant; Act Ethically and With Integrity; Inspire Individuals to Thrive*

**Required textbook:**

1. Hitt, Miller & Colella (2011) Organizational Behavior. 3<sup>rd</sup> Ed. John Wiley & Sons, Inc. ISBN978-0-470-52853-2 -- available at UM Bookstore.  
<http://www.wiley.com/WileyCDA/WileyTitle/productCd-EHEP001751.html#instructor> (chapter intro)
  - a. **E-copy** [www.wiley.com/college/hitt](http://www.wiley.com/college/hitt); [www.wiley.com/college/sc/currency](http://www.wiley.com/college/sc/currency)
2. Required readings on Moodle or distributed in class

**Course Assignments and Evaluation: total 100 points**

A	96 and above	B +	87 to 89	C +	77 to 79
A –	90 to 95	B	83 to 86	C	73 to 76
		B –	80 to 82	C –	70 to 72

**Grades: 100 points total**

**Class Participation & Attendance ..... 20 points**

Any tardiness over 5 minutes or leaving 10 minutes early leads to 0.5 point deduction for that day.

**4 Exams -- multiple choice questions plus bonus essay questions..... 70 points**

Exam #1 = 15 points; Exam #2 = 17 points; Exam #3 = 19 points; Exam #4 = 19 points

**Intensive Negotiation: (requirement to be distributed)..... 10 points**

**Extra credit “Interview Project” ( requirement to be distributed) ... 5 points**

**On Exams:** All exams are taken in class. **No make-up exams:** Students must take exams on their regularly scheduled days unless they have an excused absence which is defined as (1) University-approved absences, (2) documented health emergencies, (3) civil service as military duty and jury duty, and (4) other emergencies deemed appropriate by the instructor. In all cases, the instructor must be notified prior to the exam by email or phone message unless the emergency makes such notification

infeasible. During the exam you may not leave the room. Leaving the room results in the conclusion of that student's exam. Electronic dictionaries, cell phones, tablets, laptops, notes, or other assistive items are not permitted.

**On Intensive Negotiation:** This is the only hands-on experience for conflict management and business negotiation. Once you are paired up for the two rounds of negotiations during the last week, you are accountable to honor them. It cannot be changed.

### **Course Overview**

*Students must earn a C- or better in BMGT 340 before enrolling in the capstone, BMGT 420, 426 or 444.* Management and Organizational Behavior (MGMT340) is an entry level course introducing basic concepts and practices of managing the human side of businesses. Subjects include:

1. Strategic importance and approach to OB;
2. Diversity, Innovation and Culture at workplace;
3. Management Process, Globalization, and Modern Organizational Structure;
4. Human capital at work place, Personality, Perception, Attitudes; Emotions, Intelligence;
5. Motivation, Performance Appraisal; Social Learning, Team/Group Behaviors;
6. Leadership, Decision Making, Negotiation, Conflict, Power, and Influence,

### **Course Goals: BMGT 340 Management and Organization Behavior**

Upon completion of this course students will be able to:

1. Understand the roles and responsibilities associated with management, including planning, organizing, staffing, controlling, and leading;
2. Demonstrate knowledge of the historical, classic and contemporary management concepts and theories;
3. Understand the specific organizational roles of a human resource management professional and the connection between people/employee management, firm strategy, and the bottom line;
4. Understand the basics of managing people in a global economy with an increasingly culturally diverse workforce and to make ethical decisions that are socially sensitive;
5. Be familiar with the basics of the political, technological, environmental, and legal impacts on managing people in different geographical locations;
6. Demonstrate critical thinking skills and the ability to recognize typical behaviors associated with organizational productivity (including behaviors driven by individual/group differences, global diversity, motivation, conflicts, decision-making, leadership, unions and innovation). Understand ways to manage people with behavioral issues either through addressing ability and/or motivation;
7. Understand the elements of change and how to introduce, manage, and lead change at all levels (with individuals, with groups/teams, and with the organization as a whole).

**Tentative Schedule – Instructor reserves the right to announce any changes in class.**

Assigned readings must be completed before class for discussion purpose.

**WK 1** Course Orientation; Ch.1 Strategic Approach to OB; Debrief Extra Credit Project

8/31 Course Orientation; Lecture Ch.1

9/2 Ch.1. Continued. Movie “The Business of Paradigms.” Distribute Extra Credit Project.

**WK 2 Ch. 2 Diversity**

9/7 **Labor Day. No class.**

9/9 Lecture

**WK 3 Ch. 2 Diversity; Ch.13 pp.502-514 Org. Culture & Innovation**

9/14 Lecture continued. video "Innovation, Diversity and Wealth" and discussion

9/16 Lecture on Ch.13 pp.502-512

**WK 4 Ch.2 continued; Exam #1; Ch. 3 Globalization & Ch.13 pp.492-502 Modern Org.Structures**

9/21 Ch.2 continued, Lecture & Discussion;

9/23 **Exam#1** (All materials covered and/or assigned); Lecture on Ch.3

**WK 5 Ch. 3 Globalization & Ch.13 pp.492-502 continued; Debriefing Exam#1**

9/28 Lecture; & Discussion: - Moodle Posting HBR (2006) "Managing Multicultural Teams

9/30 Lecture; Debriefing Exam#1

**WK 6 Continue WK 5; Ch.4 Perceptions, Attribution, Social Learning continued**

10/5 Lecture; & Discussion

10/7 Lecture; & Discussion

**WK 7 Ch.4 continued; Exam #2**

10/12 Lecture;

10/14 Lecture and discussion **Exam#2** (all materials after Exam#1)

**WK 8 Ch. 5 Personality, Intelligence, Attitudes & Emotions; Ch.7 pp.259-269 Stress M**

10/19 Lecture; Discussion Moodle Posting HBR (2006) "Managing Middlecence"

10/21 Lecture; Video: "Emotional Intelligence" ; Debrief Exam#2

**WK 9 Week 8 continued; Ch. 9 pp.343-358 Barriers to Communication Extra Credit Project due**

10/26 **No classroom meeting.** Extra credit interview day; Li at Conference in WA.

10/28 Lecture; **Extra Credit Project due in class**

**WK 10 Ch.6 Motivation; Performance Appraisal; Ch.14 Managing Org. Change pp.529-548**

11/2 Ch.6 Lecture and discussion Moodle Posting HBR (2008) "Employee Motivation";

11/4 Lecture

**WK 11 Week 10 continued**

11/9 Lecture

11/11 **V. Holiday. No school**

**WK 12 Exam #3 Ch. 8 Leadership & Ch. 10 Decision Making;**

11/16 **Exam #3;** Lecture; Discussion Moodle: HBR (2009) "Why Good Leaders Make Bad Decisions"

11/18 Lecture and application;

**WK 13 Ch. 12 Conflict and Negotiation; Social Sciences of Influence handouts;**

11/23 Training: "The Power of Persuasion" in negotiation

11/25 **Student Travel Day No class**

**WK 14 Conflict and Negotiation continued.**

11/30 Training: Getting to Yes without Giving in.

12/2 Lecture and Negotiation Role assignment (**Must be present in class to collect your negotiation**)

cases, role assignments, confidential information. Absence leads to “0” for the negotiations).

**WK15 Intensive Negotiation Project**

12/7 Negotiation case 1; debriefing

12/9 Negotiation case 2; debriefing

**WK 16 FINALS WEEK – Exam #4 (All materials after Exam#3)**

**12/17 9:00am-10:00am Final Exam**

**UM policies regarding attendance/absences and Email correspondence:**

**Class Attendance/Absence Policy**

*Students who are registered for a course but do not attend the first two class meetings may be required by the instructor to drop the course. This rule allows for early identification of class vacancies to permit other students to add classes. Students not allowed to remain must complete a drop form or drop the course on the internet (<http://cyberbear.umt.edu>) to avoid receiving a failing grade. Students who know they will be absent should contact the instructor in advance.*

**UM Email Policy**

As of 1 July 2007, faculty may only communicate with students regarding academic issues via official UM email accounts. Accordingly, to receive a response, students must use their GrizMail accounts ([netid@grizmail.umt.edu](mailto:netid@grizmail.umt.edu) or [fname.lname@umontana.edu](mailto:fname.lname@umontana.edu)). Email from non-UM accounts may be flagged as spam and deleted without further response. Due to security issues, confidential information (including grades and course performance) will not be discussed via email.

**Academic integrity**

Integrity and honesty are hallmarks of the accounting profession. It is your duty to abide by the University’s academic policies, and it is the instructor’s duty to enforce those policies. Cheating of any sort will not be tolerated. Cheating, failure to follow instructions, and/or failure to follow course policies may result in a reduced grade or a failing grade at the instructor’s option. The following message about academic integrity comes from the Provost’s office: “*All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or a disciplinary sanction by the University. All students need to be familiar with the Student Conduct Code. The Code is available for review online at [http://life.umt.edu/vpsa/student\\_conduct.php](http://life.umt.edu/vpsa/student_conduct.php).*”

**UM Disability Policy**

“The University of Montana assures equal access to instruction through collaboration between students with disabilities, instructors, and Disability Services for Students (DSS). <http://www.umt.edu/disability>.”

**Grievance policy**

Although conflicts between students and professors are rare, they do occasionally occur. Please be aware that the standard operating procedure for dealing with such conflicts within the School of Business Administration is as follows:

1. Try to resolve the conflict with the instructor.
2. If you feel that the conflict cannot be resolved between yourself and the instructor, contact the department head.
3. If, after speaking with the department head and the instructor, you still feel that the conflict has not been resolved, contact the dean of the School of Business Administration.

**Major Field Test**

All business majors must take and pass the Major Field Test (a national test of business knowledge) before graduating. Material from this course will be included on that exam.