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### BMGT 340.03: Management & Organizational Behavior

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## ***BMGT 340.03 Management & Organizational Behavior***

**Spring 2018**

**TTH 9:30-10:50; GBB L14**

Instructor: Theresa Floyd, Ph.D.; [theresa.floyd@umontana.edu](mailto:theresa.floyd@umontana.edu)

Office: GBB 306; Hours: TTH 2:00-3:00 PM, or by appt.

### ***Course Objectives:***

This course draws on insights from theory and practice to better understand the foundations and fundamentals of management and organizational behavior. These topics have always been important but have 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.

Indeed, most mid to large sized companies will formally evaluate you for promotions not just on the basis of your technical skills but your ability to get work done with and through others.

A key objective of this course is to help you become more skilled at managing the many interpersonal challenges of the workplace. With careful study and hard work, you can improve your ability to understand and work successfully with other people in the workplace. It is unlikely that this course will completely transform you and your thinking. But even if it makes you only a few percentage points more effective in management and interpersonal interactions, this small increment, like compound interest, is likely to lead you to a far better place down the road.

### ***Learning Expectations:***

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

Students are expected to complete the readings and other preparations 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.

## **Required Readings:**

*Organizational Behavior: A Critical-Thinking Approach. Neck, Houghton & Murray*

Bundle ISBN: 9781506337982

I will provide any additional materials in PDF files via Moodle.

*Prerequisite:* Junior standing in Business

## **Evaluation Criteria**

Traditional letter grades will be assigned using the +/- system. You must achieve a C- or better to take capstone, upper division BMGT courses.

Extra credit will NOT be offered.

A	93% and above	B –	80% to 82%	D+	67% to 69%
A –	90% to 92%	C +	77% to 79%	D	63% to 66%
B +	87% to 89%	C	73% to 76%	D-	60% to 62%
B	83% to 86%	C -	70% to 72%	F	Below 60%

Requirement	Weight
1. In-class participation	10%
2. Assignments	15%
3. In-class quizzes	10%
4. Exams	40%
5. Team consulting project	20%
6. Peer evaluation	5%

## **Description of Requirements**

### **Individual work:**

Assignments, Quizzes and Exams are INDIVIDUAL work. Cheating or plagiarism results in earning a 0 for that assignment, quiz or exam. Second offense results in failing the class.

#### **1. In-class participation – 10%**

Class attendance and participation in exercises and discussion will greatly enhance your understanding of these important topics.

You will be expected to attend class, to have read and thought about the readings or cases, to have completed any assignment, and to contribute to the class by actively participating in the class discussions and exercises. Contributing to the class does not mean talking non-stop - a few thoughtful, insightful comments can contribute more than talking all the time. Quality counts as does active listening to your classmates. What does NOT count is being physically in class but mentally elsewhere (checking Twitter feed, etc.).

Everyone automatically starts with full credit for 10% of your grade. If you attend class and participate fully in class discussions and class exercises you will have earned (kept) the entire 10%. If you miss classes, etc., you will lose some percentage points - the number of points you lose depends on how much

class activity you miss and how often you participate. Illness accompanied by a doctor's note and family emergency accompanied by supporting documentation are the only excused reasons for absence.

## **2. Assignments – 15%**

There are a number of required assignments associated with the course. Assignments and due dates are listed on the course calendar, below, and in Moodle under "Individual Assignments". Late assignments without excused absence (e.g., illness accompanied by a doctor's note or family emergency) will be penalized 30% of their score. You may turn in late assignments up to one week after the due date.

In addition, all BMGT 340 students are required to attend 3 career development activities. You can find them in our Moodle shell in the Introduction folder, labelled Career Development Syllabus. These 3 Career development assignments count as one of your required assignments. They must be completed by April 19, 2018 by Midnight.

## **3. In-class Quizzes – 10%**

There will be a number of in-class quizzes throughout the semester that will cover material that will later be on the exams. The quiz dates are listed on the course calendar.

## **4. Exams – 40%**

There will be four non-cumulative exams associated with the course. The exams will consist of multiple choice, T/F and short answer questions. Dates for the exams are listed on the course calendar.

Each exam will cover the material presented in the weeks leading up to the exam – none of the exams will include explicit review questions from previous exams, but many of our topics build upon one another, so a thorough understanding of each section will help on later exams.

The exams are equally weighted, so each exam counts for 10% of the final exam grade.

There will also be a cumulative final exam. **The final is on Tuesday, May 8 from 8:00-10:00 AM** in GBB room 213 (computer lab).

I will use the top four exam grades for your final grade. If you are happy with your grades on the first four exams, you can skip the final. If not, you can use the final as a chance to raise your overall exam score.

## ***Group work:***

### **5. Team consulting project – 20%**

Working on teams is an integral part of the workplace. Therefore, group work is an important part of this course and your grade. I understand that meeting as a team can pose logistical difficulties. For this course, I provide four days of class time to work on the team project. There will be deliverables due after each of the in-class work days. You should plan on spending additional time outside of class to finish the deliverables.

I will assign 7-8-person teams in the first week of class. **The first assignment is a team request survey. Please complete the survey whether or not you have a team request.** You don't have to have a complete team to make a request. You and one other person can request to be on the same team – I will keep you together and assign you to a team with others.

Your team will use real data (provided by me, collected from real-life companies) to identify management and/or organizational behavior problems and propose solutions. The goal is to apply course concepts, frameworks, and models to the “consulting” project. The deliverables are outlined below. More detailed information on each deliverable is included in the Moodle assignment for each one:

Deliverable One: Run initial analysis on data and provide interpretation

Deliverable Two: Identify the management and OB topics that apply to the organization’s issues. Conduct additional research (beyond course materials) to understand causes and develop potential solutions.

Deliverable Three: Generate an action plan for the organization – what should they do to address the issues you identified?

Deliverable Four: Presentation materials – include slides, handouts – whatever you think you need to clearly present the issues and your proposed solutions to the organization.

Group presentations will take place in the last week of class.

Do not wait until the last minute to work on your group project! Doing quality work on this project requires significant analysis and additional research to develop a strong action plan and presentation.

## **6. Peer evaluation – 5%**

You are expected to be a reliable and productive teammate and contribute your fair share to the team tasks. At the end of the semester, your teammates will each grade your performance (anonymously via survey) and the average of these grades will constitute your Peer Evaluation score (5% of your final course grade).

### **Extra credit:**

If you **attend** a session associated with our Business Advisory Council or Gilkey Lecture, and do a **brief write up** on what you gained from the session, you will earn one extra credit point toward your final grade. One extra credit opportunity per student.

Gilkey Lecture: **Thursday, March 8 5:30-6:30**

Michelle Cardinal, CEO and Co-Founder, R2C Group

Business Advisory Council Ted Talks: **Friday, April 20**, time TBD

## ***Learning Outcome Summary:***

At the end of this course, students should be able to:

1. Understand the roles and responsibilities associated with management, including managing individuals, managing groups/teams, and managing the organization as a whole.
2. 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 and innovation).
3. Understand ways to manage and lead people with behavioral issues either through addressing ability and/or motivation.
4. Understand the specific organizational roles of a human resource management professional and the connection between people/employee management, firm strategy, and the bottom line.
5. 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;
6. Be familiar with techniques of analyzing and designing jobs and organizations, including organizational structure and culture, to address productivity and performance.
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).

## ***Major Field Test***

As a graduation requirement, all business majors must take and pass the Major Field Test, a standardized test administered by ETS, when they take their capstone near the end of their program. Material from BMGT 340 is included on the Major Field Test. Likewise, material from BMGT 340 is used in later business courses. Students are encouraged to keep their books and notes for future reference.

## ***Course Expectations***

### ***Being Prepared***

Students are expected to read assigned material prior to class, complete any assignments, and participate in class discussion and activities. 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. Being prepared also means going through the notes from one class period before coming to the next class period. If you look at the new material at least once within forty-eight hours of first seeing it, you will learn the material more thoroughly.

### ***Professional Behavior***

There are very high expectations about professional behavior in the School of Business Administration. Refer to the Code of Professional Conduct: <http://www.business.umt.edu/ethics/professional-conduct-code.php>. I expect the following professional behaviors in the classroom:

1. Arrive on time to class, prepared to engage in the day's topics,
2. Keep cell phones and other electronic devices turned off during class,
3. Respect your colleagues by refraining from disruptive behavior, including leaving class before the end and engaging in non-class related activities during the class session,
4. Participate fully in all in-class activities, and
5. Foster academic honesty.

### **Mission Statements and Assurance of Learning**

The University of Montana's School of Business Administration enhances lives and benefits society by providing a world-class business education in a supportive, collegial environment.

We accomplish this mission by acting on our shared core values of creating significant experiences, building relationships, teaching and researching relevant topics, behaving ethically, and inspiring individuals to thrive.

As part of our assessment process and assurance-of-learning standards, the School of Business Administration has adopted the following learning goals for our undergraduate students:

Learning Goal 1: SoBA graduates will possess fundamental business knowledge.

Learning Goal 2: SoBA graduates will be able to integrate business knowledge.

Learning Goal 3: SoBA graduates will be effective communicators.

Learning Goal 4: SoBA graduates will possess problem-solving skills.

Learning Goal 5: SoBA graduates will have an ethical awareness.

Learning Goal 6: SoBA graduates will be proficient users of technology.

Learning Goal 7: SoBA graduates will understand the global business environment in which they operate.

### **Statement on personal responsibility**

It is my responsibility to provide you with an environment within which you can learn the principles of management and organizational behavior. However, it is your personal responsibility to learn in this course. This means you must come to class prepared to learn, take adequate notes and participate. If you must miss class, it is your responsibility to catch up by reading and getting the notes from the class you missed from classmates. If you miss class for whatever reason, you must take personal responsibility for whatever consequences may follow. If a member of your project team is not doing his or her fair share of the work, it is your responsibility to do what is necessary to make sure your team still succeeds.

### ***Administrative notes:***

#### **Moodle**

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

#### **Ethical Guidelines**

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. 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." (Section V.A., available at [http://www.umt.edu/vpsa/policies/student\\_conduct.php](http://www.umt.edu/vpsa/policies/student_conduct.php)). All students need to be familiar with the Student Conduct Code. It is the student's responsibility to be familiar the Student Conduct Code.

### **Students with Disabilities**

If there are any students who have 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. Disability Services for Students can be reached at (406) 243-2243 (Voice/Text) or [dss@umontana.edu](mailto:dss@umontana.edu). Their website can be accessed via this link: <http://www.umt.edu/dss>.

### **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 School of Business Administration.

### **Emergency Procedures**

In the event of a campus emergency during class, please follow instructions provided by your instructor or the UM emergency alert system. Failure to do so could hamper efforts to resolve the emergency situation in a safe, timely manner.

### **Drops and Incomplete Grades**

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

### **Incompletes**

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.*”



## Course Calendar (subject to change as needed):

### Part 1: Characteristics of Individuals

Date	Topic	Reading	Assignment	Due Date
1/23/2018	Introduction to Management & Organizational Behavior	Chapter 1	Moodle & syllabus quiz; team requests	1/26/18 11:55 PM
1/25/2008	Perceptions & Learning	Chapter 4		
1/30/2018	Attitudes & Performance; <b>In-class quiz</b>	Chapter 3		
2/1/2018	Diversity & Personality	Chapter 2	Assignment - Personality Tests	2/5/18 11:55 PM
2/6/2018	<b>Exam #1 - Computer Lab, Rm 213</b>			
2/8/2018	<b>Group Work Day</b>		Deliverable #1: Descriptives, Correlations and Interpretation	2/12/18 11:55 PM

### Part 2: Managing Individuals & Groups

Date	Topic	Reading	Assignment	Due Date
2/13/2018	Motivation Concepts & Practice	Chapter 5 & 6	Assignment - Types of extrinsic rewards	2/16/18 11:55 PM
2/15/2018	Communication	Chapter 13		
2/20/2018	Teams; <b>in-class quiz</b>	Chapter 7	Assignment - Team Effectiveness	2/23/18 11:55 PM
2/22/2018	Workplace Social Networks	Article posted in Moodle		
2/27/2018	<b>Exam #2 - Computer Lab Rm 213</b>			
3/1/2018	<b>Group Work Day</b>		Deliverable #2: Identify topics that relate to organization's issues - conduct additional research to understand causes	3/5/18 11:55 PM

### Part 3: Aspects of Leadership

Date	Topic	Reading	Assignment	Due Date
3/6/2018	Decision-making	Chapter 8	Assignment - Decision-making in the real world	3/9/18 11:55 PM
3/8/2018	Influence, Power & Politics	Chapter 12		
3/13/2018	Conflict	Chapter 10	Assignment - Thomas-Kilman Conflict Mode Instrument	3/16/18 11:55 PM
3/15/2018	Negotiation; <b>in-class quiz</b>		Assignment - Leadership	3/19/18 11:55 PM
3/20/2018	Leadership Perspectives	Chapter 11		
3/22/2018	<b>Exam #3 - Computer Lab Rm 213</b>			
3/27/2018	<b>Spring Break</b>			
3/29/2018	<b>Spring Break</b>			

## Course Calendar, cont.:

### Part 4: Managing Organizations

Date	Topic	Reading	Assignment	Due Date
4/3/2018	<b>Group Work Day</b>		Deliverable #3: Generate suggestions/action plan for organization	4/9/18 11:55 PM
4/5/2018	Creativity & Innovation	Chapter 9	Assignment - questions for guest speaker	4/7/18 11:55 PM
4/10/2018	Organizational Culture - guest speaker: Dave Danford	Chapter 14		
4/12/2018	Organizational Strategy	Chapter 15		
4/17/2018	Organizational Change & Development; <b>in-class quiz</b>	Chapter 16	Assignment - Personal Toolkit	4/20/18 11:55 PM
4/19/2018	Organizational Design	Chapter 17		
4/24/2018	<b>Exam #4 - Computer Lab Rm 213</b>			
4/26/2018	<b>Group work day</b>		Deliverable #4: Presentation slides	4/30/18 11:55 PM
5/1/2018	<b>Group Presentations</b>			
5/3/2018	<b>Group Presentations</b>		Assignment - Peer Evaluation	5/7/18 11:55 PM
5/8/2018	<b>Final Exam - Computer Lab Rm 213 - 8:00-10:00 AM</b>			