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BMGT 340.50: Management & Organizational Behavior

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BMGT 340: Management & Organizational Behavior

Fall 2018, Section 50: Online

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Office Hours: By appointment

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. 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 online classroom environment. Positive contribution to discussion forums is required.

Students are expected to complete the readings and other preparations in a timely manner. 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.

Required Readings:

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

ISBN: 9781506314433 / 9781506314402

- eTextbook: \$88; Loose Leaf: \$93.60; Hardcover: \$109.69

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

Prerequisite: Junior standing in Business

Course Organization

The course is organized into a number of different topics. Under each topic, you will find ALL the associated individual assignments, group assignments, discussion forums, quizzes and exams. You can also see the due dates for all grade items in the course calendar, below.

My hope is that organizing everything by topic and due date will help everyone remember what they need to do so that everyone completes everything on time! Please let me know if you have any questions about the organization of our course.

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. Discussion forums	10%
2. Assignments	15%
3. Personal Toolkit Assignment	5%
4. Exams	45%
5. Team consulting project	20%
6. Peer evaluation	5%

Description of Requirements

Individual work:

Discussions, Assignments, 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. Discussion Forums – 10%

Participation in discussion will greatly enhance your understanding of these important topics. Since we don't meet in person, we will use discussion forums, which you will find in Moodle under "Individual Assignments"

On certain weeks (see course schedule), you will participate in the online discussion forum associated with the topic by answering the discussion question posted and replying to *at least one* of the postings of your group members by **11:55 PM on the due date**. Please note, it takes Moodle about 30 minutes to show you the other posts after you post yours, so don't wait until the last minute. Your grade will be based on the quality of your posts.

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, where each assignment is listed under its related topic. Late assignments without excused absence (e.g., illness accompanied by a doctor's note) will be penalized 30% of their score. **You may turn in late assignments up to one week after the due date.**

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.

3. Personal Toolkit Assignment – 5%

Throughout the semester, you will assemble a “personal toolkit,” made up of the topics you believe will be most helpful to you in your future. Periodically throughout the semester, I will have you turn in a “deliverable” for your personal toolkit. Specific directions for each deliverable are in Moodle under its related topic. Late assignments without excused absence (e.g., illness accompanied by a doctor's note) will be penalized 30% of their score. **You may turn in late assignments up to one week after the due date.**

4. Exams – 45%

There will be four timed non-cumulative exams associated with the course. The exams will consist of multiple choice and T/F questions. Dates for the exams are listed on the course calendar. You can access the exams in Moodle under their related topics.

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.

Exams and quizzes are open-book, but **don't make the mistake of not preparing for them!** The questions will be difficult and you won't have enough time to look up every answer – you need to know the materials well.

There will also be a cumulative timed final exam. You can access the final exam in Moodle under “Final Exam”. 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 virtual team can pose logistical difficulties.

Work with your team members to find times that work for everyone and use conference calls, Skype, Zoom, or Slack to manage the project – whatever works best for your team. I will assign 5-6-person teams in the first week of class, based on your requests from the first assignment.

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. You will RECORD an audio presentation of your slide show and post that as your completed deliverable.

Everyone on your team will have to be very focused in order to complete all the deliverables on time. 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. **FYI, those who contribute, on average, less than their fair share can receive as low as 50% on this grade. Those who contribute, on average, more than their fair share can receive as high as 150% on this grade!**

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, perceptions, attitudes, motivation, conflicts, decision-making, leadership and innovation).
3. Understand ways to manage and lead people with behavioral issues through effective communication, influence, and leadership; coaching to address ability and/or motivation.
4. Demonstrate critical thinking skills regarding how biases affect perceptions, attribution, and decision-making; be able to adjust leadership style and decision-making to take one's own biases into account.
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.
6. Be familiar with techniques of analyzing and designing jobs and organizations, including organizational culture, strategy, design, and development, 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).
8. Demonstrate the ability to apply the concepts learned in the course to analyze and interpret data from a real-life company, and to provide recommendations to address the issues the company is facing.

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, complete any assignments, and participate in discussion forums and group work in a timely manner. Never hesitate to ask questions; feel free to stop by my office or contact me via e-mail. Being prepared also means going back through your notes periodically. 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 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:

1. Complete readings in a timely manner.
2. Participate fully in discussion forums, and be a supportive colleague to your classmates.
3. Do your fair share on the team project.
4. Foster academic honesty.

Mission Statements and Assurance of Learning

The University of Montana's College of Business 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.

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). 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. 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.*

		Introduction to Management & Organizational Behavior	Chapter 1	Team request; Moodle & Syllabus quiz	8/30/2018	
8/27/2018		Perceptions & Learning	Chapter 4			
9/4/2018		Attitudes & Performance	Chapter 3.3-3.6	Discussion Forum	9/6/2018	1
9/10/2018		Diversity & Personality	Chapter 2; Chapter 3.2	Assignment - personal toolkit	9/13/2018	
9/13/2018		Exam #1 open through 9/16/2018, 11:55 PM			9/16/2018	
		Part 2: Managing Individuals & Groups				
Date		Topic	Reading	Assignment	Due	Date
		Motivation Concepts & Practice	Chapter 5 & 6	Assignment - Types of extrinsic rewards	9/20/2018	
9/17/2018		Communication	Chapter 13	Discussion Forum	9/27/2018	
9/24/2018		Teams	Chapter 7			
10/1/2018		Workplace Social Networks	Articles posted in Moodle	Assignment - personal toolkit	10/4/2018	
10/4/2018		Exam #2 open through 10/7/18, 11:55 PM			10/7/2018	
		Part 3: Aspects of Leadership				
Date		Topic	Reading	Assignment	Due	Date
		Decision-making	Chapter 8	Discussion Forum	10/1/2018	
10/8/2018		Influence, Power & Politics	Chapter 12			
		Conflict	Chapter 10	Assignment - Thomas-Kilman Conflict Mode Instrument	10/13/2018	
10/15/2018		Negotiation				
10/22/2018		Leadership Perspectives	Chapter 11	Assignment - personal toolkit	10/25/2018	
10/25/2018		Exam #3 open through 10/28/18, 11:55 PM			10/28/2018	
		Part 4: Managing Organizations				
Date		Topic	Reading	Assignment	Due	Date
		Creativity & Innovation	Chapter 9			
10/29/2018		Organizational Culture	Chapter 14			
		Organizational Strategy	Chapter 15			
11/5/2018		Organizational Change & Development	Chapter 16	Discussion Forum	11/8/2018	
11/13/2018		Organizational Design	Chapter 17	Assignment - Personal Toolkit	11/15/2018	
11/15/2018		Exam #4 open through 11/18/18, 11:55 PM			11/18/2018	
		Part 5: Group Project				
Date		Topic	Reading	Assignment	Due	Date
11/19/2018		Zoom Conference at 2 PM MT - Instructions for Analysis				
				Deliverable #1: Descriptives, Correlations and Interpretation	11/29/2018	
				Deliverable #2: Identify topics that relate to organization's issues - conduct additional research to understand causes	12/3/2018	
				Deliverable #3: Generate suggestions/action plan for organization	12/6/2018	
				Deliverable #4: Presentation materials	12/10/2018	
				Assignment - Peer Evaluation	12/14/2018	
12/10/2018		Final Exam open through 12/14/18, 11:55 PM			12/14/2018	