

Organizational Behavior & Theory
Management 386 – Fall '08
College of Business
EASTERN MICHIGAN UNIVERSITY

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- Office Hours:** T-TH from 9 – 11, T from 3 – 4:30 & 6 – 6:30, and by appointment
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- Section:** T TH 11:30 – 12:45 in Room 114
- Text:** *Organizational Behavior; Improving Performance and Commitment in the Workplace*, 1st edition, by Colquitt, LePine, & Wesson, McGraw-Hill, 2009
ISBN: 978-0-07-353008-6

Overview

The overall objective of this course is to provide you with a realistic, relevant, and thorough examination of people in organizations in order to build the basis of strong managerial knowledge and skills. Theories, research results, exercises, videos, and cases will be used to aid you in gaining an understanding of three elements common to all organizations: behavior, structure, and management processes. A significant part of the course will be group assignments and activities.

The book chosen as the text will serve as the basis of class exercises and discussions and therefore it is important that you read each assignment before coming to class and that you bring the book to each class. I encourage you to read some business news and magazines and to speak up in class with examples you have read or examples from your job. Please remember that it is your responsibility to ask questions regarding materials you do not understand!

Specific Course Objectives -- This course is designed to enable you to:

- Understand the underlying dynamics of human behavior in organizations at the individual and group level;
- Comprehend the effects of organizational design and structure on behavior;
- Develop the analytical skills necessary to apply the concepts and principles of organizational behavior to work situations;
- Make good decisions by applying course concepts to current and changing management situations.

Grading

Two exams and a final will account for 70% of the course grade. Short written group assignments (some parts of which will be done in class) plus quizzes will contribute 10%. A group learning point paper will be due prior to the final exam (date to be announced) – and will contribute 20% of your grade. *Included in this paper, however, will be group member ratings that may change the portion of the grade that a member receives based upon their contribution (or lack of) to the group*

2 exams	400
Final Exam	300
Quizzes	50
Group Assignments	50
<u>Group Learning point paper</u>	<u>200</u>

Total **1000 pts.**

Quizzes – Every few weeks, approximately, you can expect a quiz. These will cover only that material that has been assigned for reading since the previous quiz. It is important to read and review the text material so that you can make the most of the class periods, and these quizzes will consist of 5-10 questions that come from the assigned readings. They will focus on definitions of concepts and descriptions of theories presented in the chapters, or other materials I may assign.

Group written assignments – During the second week of classes you will be randomly assigned to a group, not unlike what happens when you are hired into an organization. You will be expected to develop a “contract” with your group that describes the guidelines by which you will interact and commitment to group assignment outcomes (This will be discussed in class). Each week we will engage in at least one group activity or assignment in class that you will do with your group. Some of these activities, during weeks we do not have scheduled exams, will be assigned to be written up and turned in the following week. It is my hope that each group will interact by e-mail to review and edit assignments so that you may get full credit for a well-done report. Additionally, we will occasionally review our group dynamics and how the groups are functioning – your group is a learning laboratory and we will try to get high performance and high learning from this part of the class. In future COB courses, you will be assigned to group projects and understanding how groups work and what you can do to help them achieve high performance is critical to your school and work success.

Group Learning Point Assignment – During this class, I hope it will be the case that there will be many times when you think to yourself, “That is something I need to remember and use in my career.” The Learning Point Assignment is a challenge to you and your group to describe things you learn in this class (one for each individual in your group) and then describe why it is valuable and how you might use it at work. You may use additional references if you wish. Each of you will also be required to interview a manager about the learning points you and your group select to see if and how these

things are used in business. I am interested in your thinking, in your description of what you learned and your thoughtfulness in thinking through how and in what situations it might be used to improve your own performance or that of others and the organization. I am also interested in how you and your group integrate the individual learnings you each select into an overall summary of “management knowledge.” Of course, spelling and grammar count! Please proof read!

We will have two different class periods during which I discuss this assignment and answer questions – I will also post a write-up of the assignment with a recommended outline on our EMU online course home.

Approximate Grade Distribution:

A	100-94	C	76-74
A-	93-90	C-	73-70
B+	89-87	D+	69-67
B	86-84	D	66-60
B-	83-80	E	59 & below
C+	79-77		

Class Policies

1. Our classroom is a place in which **all participants will be treated with respect**, in which we will aim to broaden our understandings and tolerances of differences.
2. **Attendance is important.** You are unable to participate if you do not attend class. You will also be expected to hand in certain assignments done in class. These you will be unable to make up, however, I will drop one or two of them in order to give people some needed flexibility.
3. In order to take a **make-up exam**, you must contact my office BEFORE I give the exam you will miss.
4. **Cheating or plagiarism will result in an automatic E** for the course. Please be sure to cite sources of any material you rely upon in your written work.

University Policies

Academic Dishonesty:

“Academic dishonesty, including all forms of cheating, falsification, and/or plagiarism, will not be tolerated in this course. Penalties for an act of academic dishonesty may range from receiving a failing grade for a particular assignment to receiving a failing grade for the entire course. In addition, you may be referred to the Office of Student Judicial Services for discipline that can result in either a suspension or permanent dismissal. The **Student Conduct Code** contains detailed definitions of what constitutes academic dishonesty but if you are not sure about whether something you are doing would be considered academic dishonesty, consult with the course instructor. You may access the **Code** online at www.emich.edu/sjs.”

☐ **Special Needs Accommodations:** “If you wish to be accommodated for your disability, EMU Board of Regents Policy #8.3 requires that you first register with the Access Services Office (ASO) in 240J Student Center. You may contact ASO by telephone at 734.487.2470. Student with disabilities are encouraged to register with ASO promptly as you will only be accommodated from the date you register with them forward. **No retroactive accommodations are possible.**”

☐ **Religious Holidays:**

Current University policy recognizes the rights of students to observe religious holidays without penalty to the student. Students are to provide advance notice to the instructor in order to make up work, including examinations that they miss as a result of their absence from class due to observance of religious holidays. If satisfactory arrangements cannot be made, the student may appeal to the head(s) of the department(s) in which the course(s) is/are offered.)

☐ **Classroom Management:**

“Students are expected to abide by the Student Conduct Code and assist in creating an environment that is conducive to learning and protects the rights of all members of the University Community. Incivility and disruptive behavior will not be tolerated and may result in a request to leave class and referral to the Office of Student Judicial Services (SJS) for discipline. Examples of inappropriate classroom conduct include repeatedly arriving late to class, using a mobile /cellular phone while in the class session, or talking while others are speaking. You may access the Code online at: www.emich.edu/sjs.”

☐ **Student and Exchange Visitor Statement (SEVIS):**

“The Student Exchange Visitor Information System (SEVIS) requires F and J students to report the following to the Office of International Students, 244 Student Center within ten (10) days of the event:

- Changes in your name, local address, major field of study, or source of funding;
- Changes in your degree-completion date;
- Changes in your degree-level (ex. Bachelors to Masters)
- Intent to transfer to another school

Prior permission from OIS is needed for the following:

- Dropping **ALL** courses as well as carrying or dropping **BELOW** minimum credit hours;
- Employment on or off-campus;
- Registering for more than one **ONLINE** course per term (F visa only)
- Endorsing I-20 or DS-2019 for re-entry into the USA.

Failure to report may result in the termination of your SEVIS record and even arrest and deportation. If you have questions or concerns, contact the Office of International Students at 734.487.3116, not the course instructor.”

The College of Business Mission Statement

EMU's College of Business (COB) provides an academic learning environment that fosters innovative, applied and global business programs. It supports the economic development of southeastern Michigan by preparing graduates to perform effectively in a "knowledge and information age" business world shaped by a global economy. EMU's COB endeavors to develop business leaders who understand and use innovative approaches to address the forces shaping their environment as they create and manage businesses with the highest ethical standards.

The College focuses first and foremost on teaching and learning. Faculty conduct research primarily applied in nature which supports the overall learning experience. The College values, supports and encourages service to and interaction with the greater community.



ETHOS STATEMENT

The College of Business students, faculty and staff comprise a professional, interdependent community committed to perfecting responsible, ethical business professionals to serve business and the wider world. Through a positive learning experience mirroring the business world's best aspects, the community respects the group's common mission and the individuals comprising it. Community members foster the COB ethos through behavior growing from six interrelated values:

Integrity

Integrity is practicing in all areas of life what we profess to believe. It is commitment to professional standards in the whole person.

Honesty

Honesty requires respect for the truth; it means being truthful, sincere, and straightforward.

Trustworthiness

Growing out of integrity and honesty, trustworthiness is the confidence others have that we mean what we say; we can be counted on.

Respect

Respect is deference or esteem for what we value. We recognize others' worth as ends, not means. Respect is key to our other values.

Learning

We value learning as an end in itself and as a practical tool for success in lifelong professional growth. We gain up-to-date, practical and theoretical knowledge through effective, often participative learning and research.

Work Ethic

We practice self reliance and responsibility to our business profession and community. We are industrious and often self supporting.

WEEK OF	TOPIC	ASSIGNMENT
September 4 th	Introduction to OB	Buy text, print PPTs Introductions; Chapter 1
September 9 th	Teams assigned Job Performance & Org. Commitment	Chapters 2 and 3: Cases*: Starbucks pg 29 & Microsoft Pg. 91
September 16 th	Teams: Process & Characteristics	Chapters 11 & 12 Team Contract Due 9/24
September 23 rd	Teams & Job Satisfaction	Chapter 4 (Wegman's pg.134)
September 30th	Exam 1 – 10/2	Study – Bring #2 pencil!!!!
October 7 th	Review Exam & Stress	Chapter 5 (Capital One pg. 168)
October 14 th	Motivation & Performance Appraisal	Chapter 6 (Nucor Steel pg. 207)
October 21 st	Trust/Ethics	Chapter 7 (Wal-mart pg. 245)
October 28	Decision-Making	Chapter 8 (Tenn Valley Authority pg. 281) & exercise
November 4 th	Personality & Ability	Chapters 9 & 10 (read cases)
November 11	Finish up and Exam 11/13	
November 18 th	Leadership	Chapters 13-14 (read cases)
November 25 th	Finish Leadership & Thanksgiving	
December 2	Organizational Structure	Chapter 15 (read case)
December 9	Organizational Culture Group Learning Point Assignment Due 12/11 in class	Chapter 16 th (read case)
December 16th	FINAL EXAM @ 11 – 12:30	STUDY

*** Read each end of chapter case in advance of the chapter discussion.**