



MGT 312 SPRING 2018
ORGANIZATIONAL BEHAVIOR
LECTURE LOCATION: Bryan 122

LECTURE TIME: Mondays/ Wednesdays 3:30pm – 4:45pm

CREDITS: .5

PREREQUISITES: Students enrolled in MGT 312 must have achieved at least sophomore standing (31 or more earned credit hours, not including this term) at the beginning of the semester in which you take MGT 312 and a minimum GPA of 2.0. Any student who does not meet these requirements will be administratively dropped from the course. There is no guarantee that this administrative drop will be processed before drop/add week is over, so if you lack the prerequisites, drop yourself so you may add another course in its place before the first week's end.

FOR WHOM PLANNED: This is a course for the BS in Business Administration program for students in Business Studies, Human Resources, Management, or International Business.

INSTRUCTOR INFORMATION:

Instructor	Dr. Madelynn Stackhouse
Telephone	336-256-8591
Email	mrstackh@uncg.edu
Office	Bryan 369
Office Hours	MW 12:30pm – 1:00pm or by appointment

COURSE DESCRIPTION AND GOALS: This covers major concepts and theories of Organizational Behavior including concepts individual behavior such as ability, personality, learning, values, attitudes, perception, attribution, motivation, individual decision making, & ethical dimensions of decision making; Group behavior including stages of group development, group structure and processes, group decision, work teams, leadership, power & politics, conflict, and negotiation techniques; Organizational systems and processes including organizational change & stress management.

REQUIRED TEXT: Kinicki, Angelo & Fugate, Mel. Organizational Behavior: A Practical, Problem-Solving Approach. 1st or 2nd Edition. McGraw-Hill. (note: we will not be using Connect).

STUDENT LEARNING OUTCOMES: At the end of this course, you should be knowledgeable about major concepts and theories of Organizational Behavior. The learning outcomes for this course are the following:

1. Explain the value dimensions of assessing national cultures using Hofstede's model.
2. Give examples of how the U.S. workplace is becoming more heterogeneous in terms of gender, race, ethnicity, and age.
3. Identify the stages of group development and explain the managerial responses appropriate to each stage.

4. Demonstrate an understanding of interpersonal awareness by explaining different styles of conflict resolution and negotiation techniques.
5. Provide an example of an ethical issue pertinent to leadership today.
6. Predict how perception and attribution affect the decision making process.
7. Explain and give examples of how personality, values, and motivation affect employees' performance.
8. Identify and explain the dimensions of human resource management, organizational structure, and culture and the steps of organizational change.

The following topics will be covered in MGT 312.

Organizational systems and processes including organizational structure and design, work design and the effects of technology, human resource management, organizational change & stress management.

Group behavior including stages of group development, group structure and processes, group decision making including groupthink and groupshift, work teams, leadership, power & politics, conflict, and negotiation techniques.

Individual behavior concepts such as ability, personality, learning, values, attitudes, perception, attribution, motivation, individual decision making, & ethical dimensions of decision making.

EVALUATION AND GRADING:

Assessment of the above noted learning outcomes will be based on the following:

Exam 1	22.5%
Exam 2	22.5%
Exam 3	22.5%
Team project proposals	5%
Team project presentations	5%
Team project reports	22.5%
Total	100%

GRADING SCALE:

A+ 97-100	B+ 87-89.999	C+ 77-79.999	D+ 67-69.999	F below 60
A 93-96.999	B 83-86.999	C 73-76.999	D 63-66.999	
A- 90-92.999	B- 80-82.999	C- 70-72.999	D- 60-62.999	

CLASS PREPARATION & CANVAS: Lectures focus on the material presented in the textbook and a general discussion relating to the topics(s) outlined in the class schedule (below). Students are expected to read the assigned text chapters before class and be prepared for class discussion. Working version of the PowerPoint presentations will be posted to Canvas for each of the book chapters covered in the course. Additionally, material that is not in the textbook may be added to the covered topics.

INTERNET & ELECTRONIC COMMUNICATION: Any surfing of the Internet during lectures is distracting and is strictly prohibited. Additionally, the use of any electronic devices (e.g., cell phones, tablets, laptops) for e-mailing, text-messaging, etc. is strictly prohibited. Please turn OFF your phone before the beginning of each class session.

EXAMINATIONS: There will be three non-cumulative examinations, each worth 22.5% of your final grade. The first exam only covers material reviewed prior to the first exam, the second covers material reviewed after the first exam, and the final exam covers material reviewed after the second exam. Exam questions will be multiple choice. The exams will cover assigned readings, class lectures, and material covered in class that is not in the textbook unless otherwise noted by the instructor. The exams are closed-book. Attending class sessions is essential but not sufficient for success on the exams; reading the textbook is essential but not sufficient to succeed in the course; both are important for success in the course.

FINAL EXAMINATION: Your final exam will be held **TBD** (subject to change from the registrar).

TEAM PROJECT: Your team of 7-8 members will play the role of management consultancy. Your team is to conduct an analysis of a real organization, exploring an aspect of organizational behavior that interests you and is relevant to the organization you are working with. Your team's role is to analyze the issue (study the organization) with relevance to the organization you are studying and propose actions that solve the organization's issue/ problem. It is important that your project be issue-oriented and analytical and not merely descriptive. The project is a significant portion of your grade, so you should begin thinking about possible organizations to study now so that you are able to begin the project as soon as your team is formed. The following activities are involved in the team project:

Team Proposal:

- (1) Select an organization to study. The organization can be public or private. The most important consideration factor in choosing your organization is access: you need to be able to have a contact person who can participate in your study of the organization and give you access to the information you require and people.
- (2) Establish a contact person. Find someone in the organization who can grant you access to organizational information and members. Explain how you wish to study their organization for class and obtain written permission to do so. I suggest you write a letter that the contact person will sign stating that you are allowed access to the organization to collect information for your project. Please give me a copy of the letter with your proposal. If you have a problem or issue in mind, see if your contact person is comfortable letting you study it. If your contact person says no or you do not have a problem or issue in mind, ask the contact person for suggestions. A sample letter is provided for you on Canvas.
- (3) Select an issue. The range of options is large. It needs to involve organizational behavior topics that are relevant to the organization you select. You can choose among topics discussed during lectures (on the lecture schedule of this syllabus) and/or in the textbook. For example, you may be interested in worker motivation and job satisfaction, goal commitment and job performance, the effectiveness of teams and real estate worker performance, the personality trait of extraversion and sales performance. It is very important that you focus your analysis on one core issue. Papers that attempt to do too much typically lose their focus and receive low marks. I encourage you to contact me or the course graduate assistant to discuss your ideas for topics.
- (4) Write a proposal. Finally, turn in the project proposal, worth 5% of your total grade, online through Canvas and a hard-copy at the beginning of class on the date it is due. The proposal should list the group members, the organization(s) you are studying, the name and job title of your contact person(s), and a one-page description of the issue you will study. The proposal should clearly describe why your study will help to improve the understanding of how people act and work in organizations – this is the information that you will summarize in a one page description. In addition, you can include an appendix which describes how you will gather the information and the data – that is, indicate the expected number of respondents and include the survey and/or interview questions. Your

instructor will give feedback to help you conduct the best project possible. The proposal must be on 8.5"x11" paper, with 1-inch margins, in 12pt Times New Roman font. The group proposal can be single spaced. Your appendices are not graded, but will provide the opportunity for the instructor to give you feedback on these attachments which will assist you with later aspects of the team project.

Team Presentation (5%): Your team will prepare a presentation to your classmates on your team project. The presentation will be approximately 10 minutes long. Presentation skills are important in the workplace, and this presentation provides a safe and supportive environment for you to practice your skills. More information on the format of the presentation will follow leading up to the presentation.

Team Project (22%)

- (1) *Gather relevant information and data.* You have several options for gathering information and data. You may create and administer a survey or you may interview key informants from the organization you are studying. You may observe workers. Use any data collection procedure that will help you achieve your goals.
- (2) *Analyze your problem or issue.* Using the information you have gathered about the organization, draw some conclusions about the issue you are studying. Draw on the organizational behavior literature relevant to your topic to help you analyze it. Your analysis should be clear, logical, and based on what you have learned from your data, the class, the text, and other readings. It is often helpful to include tables and figures in the report to clarify your analyses.
- (3) *Generate suggested solutions.* Given your analysis of the problem, generate key steps an organization can take to improve any problems and build on any strengths. Your suggestions should involve things an organization could actually do given constraints. It might be helpful to first lay out all possible solutions, including "ideal" ones in a world without constraints, and then select from those, attempting to approximate the ideal ones. Your suggestions should be based whenever possible on general and guiding principles of organizational behavior learned in the course.
- (4) *Final paper formatting.* The final project report should be up to 15 typed, double-spaced, and numbered pages of text, plus references, tables, figures, and appendices. The paper must have 1-inch margins on 8.5"x11" paper, with 12pt Times New Roman font. Please write clearly and concisely and follow APA guidelines when it comes to the format of your paper, including how you format your references. The following website is a great resource for the APA guidelines: <http://owl.english.purdue.edu/owl/resource/560/01/>. Sample APA structure your project may follow is as follows:

<i>Title page:</i> please include the following: - paper title, Instructor's name, section #, group number, date, authors and student #s
<i>Executive summary:</i> a 150-word paragraph overview of the entire report (new page)
<i>Introduction:</i> organizational issue studied, relevance to organizations (new page)
<i>Method:</i> description of organization, contact person, data collection procedures
<i>Results:</i> analysis of aggregate data
<i>Discussion:</i> make conclusions, alternative explanations, suggest solutions
<i>References</i> (new page)
<i>Tables</i> (new page, or inserted throughout the paper)
<i>Figures</i> (new page, or inserted throughout the paper)
<i>Appendices</i> (new page)

- (5) *Submit final paper:* Please submit both a hard copy and an electronic copy (through Canvas) by the start of class on the due date.

Please note: During the last week of class, we will collect confidential information from each of you about the contribution of each group member. Peer reviews allow each team member to evaluate the performance of other team members, and the evaluations of your peers could reduce your grade to zero for the team project. It is the team's responsibility to first attempt to resolve the matter within the team. Then, if not fully resolved, the team must notify the instructor of this issue. So that corrective action can be taken before it is too late, please contact the instructor early in the semester. If the matter cannot be resolved to the team's satisfaction, this will be reflected in the peer rating submitted by individual team members on the last day of regular classes. In cases where it is clear that an individual has made little or no contribution to the group work, we will adjust that individual's mark on the project to a mark less than that given to the group as a whole (or zero).

OPTION FOR BONUS CREDIT FOR RESEARCH PARTICIPATION (MAX 2% OF FINAL GRADE):

Students in this course are eligible to participate in approved research studies at UNCG's Bryan School of Business and Economics. Research participation is the **ONLY** option available to you for bonus credit. As a professional, you are expected to complete your coursework in a high quality and timely manner and this option is not intended to diminish this expectation but, instead, provide you with an opportunity to learn about how research and business are related.

Students can earn 1 credit for each 30 minutes of participation (1 credit = 0.5% extra credit).

The demand for timeslots may exceed the supply for a given term. Thus, the student is **NOT GUARANTEED** that there will be enough studies available to meet their bonus credit demand; students should seek studies early in the semester before research quotas are fulfilled by other students.

Only one credit per study will be permitted (i.e., you can participate in the same study only once). Note that participation in studies is completely voluntary and students are not obligated to participate in research for credit. If you do not wish to participate in a research study, but wish to earn extra credit, you have the alternative option of writing a paper about business research. Please contact the Research Participation Coordinator Nan Huang (n_huang@uncg.edu) **NOT** your instructor, for more information about the requirements and deadlines for the written paper.

You will sign up for studies online using Bryan School of Business & Economics Research Participation System located here: <https://uncg-bryan.sona-systems.com>. Click [here](#) to watch a [YouTube video](#) providing detailed instructions on setting up an account and signing up for studies.

Only available studies will be listed in the Research Participation System; if no studies are available, you are encouraged to watch the site for announcements of new studies. When appropriate, you also may receive email announcements for new studies.

For questions, students must email the Research Participation Coordinator Nan Huang (n_huang@uncg.edu) (**NOT** your instructor).

The last day to participate in research for bonus credit is April 26, 2018.

CLASS SCHEDULE AND TOPICS:

Important dates (e.g., last day to change classes, reading days, etc.) can be found at the following web site:
<https://reg.uncg.edu/calendars/fall-2017-academic-calendar/>

****tentative and subject to change****

Dates	Topics & Team Meetings	Readings & Activities	Team Activities & Documents
January 8	Introductions & Syllabus		
January 10	Overview of Organizational Behavior	Chapter 1	
January 15	MARTIN LUTHER KING JR. HOLIDAY. NO CLASS		
January 17	Values and Attitudes	Chapter 2 Short team meeting	Activity: Teams Formation: Outcome: Have a brief meeting to discuss the organization you may access.
January 22	Values and Attitudes (continued)	Chapter 2	
January 24	Individual Differences and Emotions	Chapter 3	
January 29	Individual Differences and Emotions	Chapter 3	
January 31	Employee Motivation	Chapter 5	
February 5	Employee Motivation (continued)	Chapter 5	Team proposal due (5%)
February 7	Exam 1 (22.5%) – Chapters 1, 2, 3, and 5		
February 12	Power & Politics	Chapter 12	
February 14	Power & Politics	Chapter 12	
February 19	Social Perception (continued)	Chapter 4	
February 19	Social Perception (continued)	Chapter 4	
February 21	Teams	Chapter 8	
February 26	Teams (continued)/ Conflict	Chapter 8/ Chapter 10	
February 28	Conflict	Chapter 10	
March 5	SPRING BREAK – NO CLASS		
March 7			
March 12	Exam 2 (22.5%) – Chapters 12, 4, 8, and 10		
March 14	Communication	Chapter 9	
March 19	Communication (continued)	Chapter 9	

March 21			Presentations (7%)
March 26			Presentations (7%)
March 28	Positive OB	Chapter 7	
April 2	Positive OB	Chapter 7	
April 4	Leadership	Chapter 13	
April 9	Leadership	Chapter 13	
April 11	Intent	Chapter 6	
April 16	Intent	Chapter 6	
April 18	Bring copies of team project to class for feedback.		
April 23	Bring copies of team project to class for feedback.		
April 25	Review for final exam and team assignment submission		Team Project Due (22.5%)
April 27-May 3	Final Exam (3:30pm-5:30pm) – 22.5% Chapters 9, 7, 16, and 6		

ACADEMIC INTEGRITY POLICY: Each student is required to sign the Academic Integrity Policy on all major work submitted for the course. Refer to the following URL: <http://sa.uncg.edu/handbook/academic-integrity-policy/>

ATTENDANCE POLICY: You are expected to show up to every class on time. The Bryan School of Business is a professional school; students will be expected to act like professionals. You can decide when it is not possible for you to attend a class. There is no need to notify the instructor. Be sure to notify your team. **WARNING:** there is no excuse for letting your team down. If you miss a class, it is your responsibility to contact a team member about what you missed.

ACCOMODATION FOR STUDENTS WITH DISABILITY: Any student with disability requiring reasonable accommodation should inform me by email within the first week of class. The student must also provide me with a letter from the Office of Accessibility Resources and Services (OARS) with enough lead time for me to provide the specified accommodation(s).

DEFERRALS. According to UNC policy, certain circumstances warrant the rescheduling of an exam. I recommend that you contact Academic Advising as soon as possible if exam rescheduling is required by attending a drop-in advising session. You may need to see a dean as well to provide documentation for some deferred exam reasons. Deferred exams will be approved for the following reasons only:

(a) Illness or medical emergency. Students are instructed to consult Campus Health Services or Counseling (CHS) and Psychological Services (CAPS) about having your name entered onto the Examination Excuse List. Approval need to be granted within 48 hours of the scheduled exam. If students are treated at CHS or CAPS but do not appear on the Examination Excuse List, or they are not treated at CHS or CAPS, they should see their advisor as soon as possible, consult with the instructor, and documentation should be provided.

(b) Domestic affliction (e.g., compassionate deferral due a death in the immediate family, a family emergency, etc.). Documentation is required.

(c) Religious holidays. Any student who cannot take an exam on the scheduled due date or participate fully in any other aspect of the course due to religious conflict must inform the instructor by email within the first two weeks of class so that we can make alternative arrangements for him/her to take the exam and/or complete that part of the course.

(d) Three exams in 24 hours or two exams at the same time. In the case of a scheduling issue of this type, students may apply to the University Registrar's Office, 180 Mossman Building, for permission to change their exam schedules. The usual policy is to change the middle examination in a sequence of three. All requests for changes

in examinations must be filed with the University Registrar's Office by Reading Day or by the last day of classes for the semester.

ACADEMIC/STUDENT SUPPORT SERVICES: There are several Academic and Student Support Services available to students that you may use. These include the Student Success Center, the Writing Center, Office of Accessibility Resources and Services (OARS), Information Technology Services (ITS) and The Student First Center. You are supporting these services with your tuition payments. Use them to improve your learning at this institution.