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Office Hours (202 MCD)  
M W 3:00 p.m. – 4:00 p.m.  
T Th 10:30 a.m. – 11:30 a.m.  
also by appointment

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## MGMT 353-002: Organizational Behavior

M W F 10:30 a.m. – 11:30 a.m.  
Fall Semester 2009

**REQUIRED TEXT** Whetton, D., & Cameron, K. (2007). *Developing Management Skills (7th ed.)*. New Jersey: Prentice Hall. The text may also be purchased as an eTextbook-online at the following address: <http://www.safarix.com>

**PREREQUISITE FOR MGMT 353** Admission to upper division standing and MGMT 321 (Principles of Management).

**COURSE DESCRIPTION (Catalog Description)** Organizational behavior covers the fundamental concepts of individual behavior and group dynamics, with an emphasis on applications, in management situations.

In its basic elements, organizational behavior (OB) is the study of individual and group behavior in organizations. We will examine how such topics as personality, attitudes, motivation, group dynamics, power, leadership, and conflict management affect individual and organizational performance. We will specifically study how these issues can be managed and utilized to improve employee performance in the workplace.

**COURSE CONTENT OBJECTIVES** This course is designed to help you improve your management skills by first learning concepts and then practicing skills. Rather than simply demonstrating that you “know,” the objective of this course is to have you show that you can “do.” The skill areas to be developed deal with developing self-awareness, managing stress, creatively solving problems, communicating supportively, gaining power and influence, motivating others, managing conflict, empowering and delegating, and building and working in teams. Consequently, by the end of the semester, the “A” student will have demonstrated a good understanding of the following issues in organizational behavior:

- Understand how his/her values and personality play a role in the assessment of others and the management of subordinates.
- Be able to identify causes and solutions for managing stress in the workplace.
- Know how to increase creativity among employees through specific exercises and activities.
- Demonstrate competence in communicating with in a way that increases respect and improves a relationship, even if the information delivered is unfavorable.
- Understand how power is obtained and how to exercise influence over others in such a way as to maintain long-term relationships.
- Be able to use various concepts in motivation to increase the performance of others.
- Be able to diagnose the cause of a conflict, and based on the cause, be able to help resolve the conflict.
- Understand dynamics associated with working in teams and be able to manage the work efforts of individuals within a team.

**COURSE PERFORMANCE OBJECTIVES** The “A” student will also demonstrate proficiency in the skills listed below. These skills are based on the college of business mission statement which lists a goal of developing student competencies in the following areas: (1) oral and written communication, (2) critical and creative thinking, (3) quantitative analysis, (4) ethics, (5) technology usage, and (6) global business knowledge. These competencies will be developed in this course in the following ways:

- **Oral communication.** Oral communication will be emphasized in class discussions. In most class sessions you will be assigned exercises or case analyses that will require oral communication. You will also lead a formal class discussion of a case.
- **Written communication.** You will hone your writing skills via formal case analyses and a variety of other short papers. Grading emphasis will be placed on the depth of analysis, grammar, and the flow of your writing.
- **Critical thinking.** You will be expected to apply critical thinking skills to the case analyses as well as to a variety of other smaller assignments. Obviously, critical thinking will be required in the exams.
- **Quantitative analysis.** Little will be required in this course relating to the use of quantitative analysis. Most of the critical thinking relates to qualitative issues..
- **Ethics.** The ethical treatment of employees is an important issue in any company, and the topic is discussed in several chapters. In addition, ethics and values are discussed more extensively in Chapter 1 and you will complete an assignment that helps you understand how true you are to your own set of ethics and values.

- **Technology usage.** You will obviously need basic computer knowledge to complete the course since some of the assignments are available on the course home page on the internet.
- **Global business knowledge.** Differing national values and their effect on management practices is discussed in the first chapter of the textbook. In addition, international caveats are mentioned for most topics in the text.

**GRADING** Grading is based on the following items.

	<u>Points</u>	<u>%</u>
Chapter Exams (8 @ 30 pts. ea.)	240	44
Case Analyses (5 written @ 30 pts. ea.)	150	28
Case discussion leader	20	4
Skill Applications (2 @ 30 pts. ea.)	60	11
Participation	<u>70</u>	<u>13</u>
<b>Total Points Possible</b>	600	100

**Final Course Grades.** Overall course grade will be based on the following percentages (percentages may be lowered if class scores warrant)

A	90 - 100%	C	70 - 79%	F	≤ 59%
B	80 - 89%	D	60 - 69%		

**Chapter Exams.** At the end of each chapter you will be given a test consisting of 10 or 15 multiple-choice questions. You will take the test individually **and** as a group. Your score for each exam will be weighted based on your individual score and your group's score (50% individual; 50% group).

- **Make-up exams.** None will be given. If a serious conflict arises that will prevent you from taking a test (e.g., illness, funeral, school function, etc.), you must notify me **BEFORE** the exam. If I approve the excuse, the chapter exam will be dropped and the other chapter exams will be weighted more heavily. Otherwise, your exam score = 0!

**Case Analyses.** Case studies will be used to help you learn to apply the material from the course to a given situation. You will be assigned seven case studies. These assignments will be typed and turned in (4 as a group, 3 individually). Each group will be assigned to lead the class discussion on one case. The course web page has a list of the cases as well as instructions regarding the format for writing the analysis.

**Skill Applications.** You will complete two skill application exercises from the Skill Application section in chapters 1-7. Only one exercise may be chosen from a given chapter. A list of approved skill applications from each chapter along with instructions on how to write up the skill application will be provided. The minimum length of a skill application assignment is about 3 double-spaced pages. More detailed instructions will be provided along with deadlines.

**Participation.** Participation is worth 70 points and comprises 13% of your overall grade. For each assignment in which you are not well prepared, or for each activity in which you do not participate, you will lose 5 points. Your participation score is comprised of several items:

- **Skill assessment exercises.** To help you understand your current level on the skills to be developed in a given chapter, you need to complete the assigned skill assessments. The majority of these skill assessments are surveys you will complete which are found in the back of the textbook. You will be required to complete these assessment exercises **before class** and turn in a written copy of your completed survey (do not complete the survey by writing in the textbook).
- **Short assignments.** You will be given an occasional short assignment to complete **before class** (e.g., conduct and interview, complete an exercise from the text, read an article) to enhance discussion of a particular topic.
- **Classroom activities.** You are required to participate in classroom activities and exercises. In addition, attendance will be taken during case discussions.
- **Peer evaluation.** Group members will assess your participation during the entire semester in group assignments and activities as well as the exams. The assessment will occur at the end of the course. If a consensus exists that you have not contributed fully to your group's efforts during the semester, your participation points will be adjusted downward accordingly.

**IMPORTANT POLICIES** Please read the following policies.

**Academic Misconduct.** Academic misconduct includes all acts of dishonesty in any academically-related matter and any knowing or intentional help or attempt to help, or conspiracy to help, another student commit an act of academic dishonesty. Academic

dishonesty includes, but is not limited to, each of the following acts when performed in any type of academic or academically-related matter, exercise, or activity:

- **Cheating** - using or attempting to use unauthorized materials information, study aids, or computer-related information.
- **Plagiarism** - representing the words, data, works, ideas, computer program or output, or anything not generated in an authorized fashion as one's own.
- **Fabrication** - presenting as genuine any invented or falsified citation or material.
- **Misrepresentation** - falsifying, altering, or misstating the contents of documents or other materials related to academic matters, including schedules, prerequisites, and transcripts.

Dishonesty on assignments will not be tolerated. If you are found to be dishonest on any assignment (e.g., exams, case analyses, short assignments, etc.) you will receive a score of "0" for that assignment. In addition, you will be reported to the office of Vice Chancellor of Student Affairs.

**Communication Courtesy.** All members of the class are expected to follow rules of common courtesy when addressing the class. Please place yourself in the shoes of others, and refrain from stating anything inappropriate or offensive. Please, use clean language! In a business setting, vulgar language will leave a very poor impression of you. Please, no swearing, sexual connotations, ethnic slurs, etc., in your comments.

**Late Policy. CASES WILL USUALLY NOT BE ACCEPTED LATE!** If you will miss class, you can email an assignment to me. For a case assignment, simply add it as an attachment to the email message. For a survey that is completed on-line, simply forward your completed survey to me. That way you will not lose any points for these assignments.

- An assignment is considered late when I receive it after the papers have been collected.
- This means if I collect an assignment at the beginning of class, and you arrive late, your assignment will also be considered late.
- This also means that you will not be able to skip class to finish an assignment. If you place it under my door or in my mail box and I receive it after I have collected the papers during class, it will be late.
- Likewise, entering class after an activity or video has begun will result in point deductions for those activities.
- Late assignments (aside from case analyses) receive the following late penalty:
  - 50% (turned in after I collected the assignments but before the next class meeting time)
  - 100% (after the end of the next class meeting time)

This means if you turn in an assignment one week after it was due, it will not be accepted. A late assignment should be handed to me personally or placed in my mail box on the 3rd floor of McDonald Hall. If placed in my mail box, ***a secretary in the business office must record the time, date, and place her initials on the paper to verify the time it was turned in.***

**Returned Assignments.** If you have a dispute over a grade received on an assignment that was returned to you, you must provide the original assignment as evidence. Consequently, please keep a file of all assignments returned to you during the semester.

**Dropping the Course.** You may drop the course by Sep. 29, 2009 and receive a partial refund. You may drop the course and not receive a refund but still receive an automatic "W" on your transcript if you drop by Oct. 27, 2009. If you drop the course after this date, you will need a form which requires my signature and your advisor's signature. Whether or not you receive a "W" grade will depend on the grade that you have earned as of the date you drop the course. A "W" will be assigned if your grade is a "D" or higher. If your grade is an "F," you will receive the grade of "F" for the course. If you stop attending and do not drop, unfortunately your grade will be an "F." After Nov. 24, 2009, you will not be allowed to drop the course.

**Special Accommodations.** Students with disabilities, whether physical, learning, or psychological, who believe that they may need accommodations in this class, are encouraged to contact Disability Support Services as soon as possible to ensure that such accommodations are implemented in a timely fashion. Please meet with DSS staff to verify your eligibility for any classroom accommodations and for academic assistance related to your disability. Disability Support Services is located in the Academic Support Center and can be reached at 657-2283. Please advise me of any disability and the desired accommodations at the first class attended.

**Disclaimer.** This syllabus is not a contract, and the content and assignments in the course can be changed by the professor.

#### **Other Classroom Rules**

- No crunchy food / no slurping drinks
- Please turn off the ringer on your cell phone
- Don't walk in front of me if you come in late (use courtesy)