MGMT-3080: Management  
Spring Semester, 2018

Instructor: Dr. Amanda Christensen  
Email: amanda.christensen@uc.edu (I respond to email during regular business hours only: weekdays 9 am to 5pm)  
Office Hrs: By appointment (email me and we will schedule a time). I also arrive to class early or stay late to talk with students.

Course Description and Objectives

In this course, students will learn and apply the principles of organizational behavior. We will examine a number of theories and concepts, and explore how these relate to problems and issues confronting managers today. Class sessions will consist of lectures, exercises, self-assessments, and other activities designed to help students learn relevant organizational behavior theories as well as develop vital managerial skills. By the end of the course, students will be able to:

1. Articulate the key theories and ideas associated with organizational behavior;
2. Identify and describe appropriate related behaviors for managers; and
3. Assess and develop these behaviors in themselves, their teams, and their firms.

PACE (Professionalism, Academics, Character, and Engagement):

The Lindner College of Business is committed to developing high-performing, job-ready graduates who exhibit the elements of PACE. This course addresses several elements of the PACE framework, including:

- **Professionalism**: You will develop a better understanding of the professional attitudes and behaviors that are essential to success in organizations, as well as what success entails in organizations.
- **Academics**: You will develop and strengthen your analytical skills through the application of theory to experiential learning activities.
- **Character**: You will develop a better understanding of personality traits and individual differences that employers and leaders exhibit in organizations.

Course Methods and Format

I will use a variety of pedagogies in the class, including lectures, class discussion, interactive exercises, team activities, etc. Preparation and participation are two keys to success in this class. Prior to each class session, there will generally be a reading assignment, along with some required pre-class preparation. In class, we will engage in a number of learning activities throughout the semester, requiring your full involvement. I will strive to make the class interactive, and you must be involved on a regular and on-going basis.

I will use Canopy (formerly Blackboard) for posting announcements, slides, and other course documents as necessary. Therefore, I suggest you check the Canopy site frequently.

You will be engaged in in-class team activities throughout the semester, with one out-of-class assignment. You will be assigned to a team early in the class, and I ask you to sit with your team so that we can quickly transition when it is time for team activities.
Teaching/Course Philosophy

My role is to facilitate your learning. It is my responsibility to provide you with resources and to assist you in gaining new perspectives and knowledge, but ultimately learning is your responsibility. To this end, I suggest that you come to every class prepared (having completed all readings and outside assignments) and willing to contribute to our class learning environment.

Required Materials

Textbook
We have adopted an online version of the required text for this course across all sections of this class. This has enabled us to offer a discounted rate for students. The set of materials that we require for this class is the McGraw-Hill ConnectPlus for the textbook Organizational Behavior: Improving Performance and Commitment in the Workplace. ConnectPlus comes with full online resources (required in this course) as well as an eBook copy of the required text.

If you purchase ConnectPlus by following the link posted on Canopy, it will cost $100. If you purchase ConnectPlus through the bookstore, it will cost about $130. If you want a hardcover version of the textbook, see the information below. You will still need access to the online resources to do the assigned quizzes.


ConnectPlus
The McGraw-Hill ConnectPlus system is integrated with the Canopy website. You can access the ConnectPlus assignments through the link provided on Canopy.

To obtain the $100 access to ConnectPlus, you must purchase it by going through the Canopy site. If you purchase from the bookstore, it will cost more.

Additional Readings
At my discretion, I may assign additional reading assignments or handouts throughout the semester. If I do, I will clearly specify my expectations regarding these assignments and you will be responsible for meeting those expectations.

Grading Scale
First, a quick note about checking grades in Canopy. I will work to keep those updated throughout the semester. Canopy may not accurately reflect your real grade because I drop quizzes and exams (more in a bit). As a result, you should not trust what Canopy tells you in terms of how many “total” points you have. Canopy will keep you updated regarding your score on any given assignment, but you are expected to understand the grading policies in this course and make the necessary adjustments to calculate your actual grade.

Chapter Quizzes (10 @ 10 points each) 100 points
Exams (3 @ 100 points each) 300 points
Research Participation 35 points
Individual Application Paper 75 points
Team Organizational Analysis:
Proposal 15 points
Presentation: 75 points  
Memo: 35 points  
Professionalism and Contribution: 80 points  
TOTAL: 715 points

Final grades for the class will be assigned as follows:

94% or more of total points = A  
90-93.99% of total points = A-  
87-89.99% of total points = B+  
84-86.99% of total points = B  
80-83.99% of total points = B-  
77-79.99% of total points = C+  
70-76.99% of total points = C  
67-69.99% of total points = D+  
60-66.99% of total points = D  
59.99% or less of total points = F

NOTE: Final grades are based strictly on your point total. Grading is a slippery slope. For the sake of fairness, no “rounding up” will occur. Please plan/prepare accordingly.

- All assignments should adhere to the page lengths spelled out in the assignment, should be double spaced with Times New Roman 12 point font and 1 inch (2.5cm) margins, unless otherwise noted. Any deviation from this formatting may result in a loss of points.
- All assignments are due at noon on the day of class and should be emailed as a PDF attachment to amanda.christensen@uc.edu. I will reply that I received your assignment. I will not open anything but PDF attachments, so please no Word document attachments or links to your Google Drive.
- Any assignment handed in late will receive an automatic deduction in points (if the assignment is due at noon, and comes in at 12:01, it is considered late; so please plan accordingly). Assignments will be penalized 10% for each 24 hour period they are late.

Grading Components

Chapter Quizzes
There are 13 chapter quizzes accessed through the online resources associated with our textbook. Each of these quizzes has 15 questions, and the assignment is graded on a pass/fail system. If you score 50% or higher on the quiz, you will earn full credit (10 points). If you score less than 50%, you will earn 0 points. Only 10 of these quizzes will contribute to your final grade (in other words, you can drop your 3 lowest scores). Thus, if you have a bad day, or if you have technical problems, that won’t hurt your grade. If you miss a quiz, I will not reopen it for you. I allow you to drop 3 quizzes to help you in case you have troubles. You will only receive credit for the 10 highest quizzes, no more.

To facilitate learning, these quizzes are due by noon the day that we cover that material in class. I strongly urge you to work ahead and not plan to do these quizzes at 4am before they are due. If you have technical problems at 4am, I will not be awake to help you.

Exams
There are three noncumulative exams (each worth 100 points) and a cumulative final (also worth 100 points). This is a total of four exams, however only three will count toward your final grade. I will drop your lowest exam (final exam included). Thus, if after three exams you are happy with your grade then you do not need to take the final. You will only receive credit for the 3 highest exams, no more.

Let’s say you did poorly on Exam 2 because you didn’t have time to study for it. The final exam can replace that grade. This policy also covers missed exams. I do not offer makeup exams. If you miss an exam, it will not hurt you as you may take the final exam to replace that grade.
Research Participation
The University of Cincinnati prides itself in being a leader in academic research on human behavior. The research participation requirement is designed to encourage you to take advantage of the unique opportunity to participate in cutting-edge research studies being conducted by University of Cincinnati faculty and students and develop first-hand insight into the latest advances in the science of human behavior.

The research participation requirement involves two steps and constitutes 35 points:
1. Register with the research participation management system (SONA) by February 2 (this step is worth 7 points);
2. Complete two research experiments/credits (option 1) or article summaries (option 2) (this step is worth 28 points):
   Complete first experiment or summary by: March 30
   Complete second experiment or summary by: April 20

Note* You will only get the 28 points of this step if you complete BOTH experiments or summaries. You will not receive half of the points for completing half of the requirement. College policy is that no partial credit is offered.

Please see the detailed assignment description posted on Canopy for more details.

Application Paper
You will do one application paper during the semester. This is an individual assignment. You will be randomly assigned a chapter near the beginning of the semester. Choose one or two concepts in the chapter and independently locate an article in the news that illustrates one or two specific concepts in the chapter. The article should be an application, demonstration, or illustration of the concept and not a listing of concepts or best practices. Do not try covering the entire chapter. Do not use “how to” or “best practices” articles (e.g., from consultants, professors, university websites), as you will only restate what is already written and thus not demonstrate your proficiency with the concepts introduced in class. Instead, find articles from the business press (e.g., WSJ, BusinessWeek, Fortune, Fast Company, etc.). Please also find articles within the past 6 months. This assignment is due at NOON on the specified due date. Email your write-up and article (both saved as PDFs) to amanda.christensen@uc.edu. Assignments received past noon will be considered late (12:01 pm is past noon). I will reply to your email letting you know that I received your assignment.

Each person must find an article as described above and describe in 1-2 single-spaced pages how the article illustrates the concept chosen from the assigned chapter. Focus on the application/illustration and do not regurgitate definitions and material from the book. Your write-up should succinctly summarize the article (in about a paragraph or less), define the concept(s) from the chapter in your own words (not using quotations), and focus on how the article is an application of the concept. You may also relate the article and concept to your own experiences. Each person should also be prepared to engage in a class discussion about the article and its application. This assignment has several goals: 1) to encourage you to read/consume the news with a keen eye towards management issues; 2) to enhance your awareness of the pervasiveness and importance of course concepts in business; and 3) to foster your personal contributions to class and enrich the larger class discussion.

Organizational Analysis Team Project
Your team will study an actual organization of your choice (your own employer is an option) and a problem that it is experiencing, diagnose the problem using theories or models from the textbooks or other sources, and recommend a solution (that applies the model). Acting as a consulting team, you will define the problem, explore alternatives and make recommendations.

This assignment has 3 parts:
1. Proposal: A one-page description of the organization you choose and the problem you will be diagnosing. The description should be about ½ page and should include relevant background information such as an overview of the company and what it does, its objectives, your team's interest in the organization, and other related information. The problem description should be about ½ page and should describe the problem that your team will be diagnosing. You may also wish to include why the problem should be solved and who is affected by it. (15 points)

2. A class presentation of the problem, analysis, and recommendations. See assignment guidelines posted on Canopy. (75 points)

3. A one-page memo written to the company's executive team summarizing your analysis and recommendation. This should align with the analysis and recommendation in your team presentation. (35 points)

More details will follow in class and on Canopy. Emailed copies (PDF only) of the assignments are due by noon on the dates specified in the syllabus.

Professionalism and Contribution
This is a business course, and I expect you to exhibit professionalism. Professionalism encompasses several dimensions, all of which I will track each class throughout the semester. If a student is actively participating, or makes a good comment, then I want to ensure that I recognize this. Similarly, if a student is not participating, or is actively distracting others, I want to ensure this is recognized as well. You can also expect professionalism from me at all times. Professionalism is worth 80 points toward your final grade.

a. Attendance. I expect that you will attend class. This is not a straight lecture class; you will be engaging in the lecture and sharing your point of view to enrich our discussion and there will often be interactive activities. Please note: missing 1 or 2 classes will not impact your grade in this area; however, missing more than 2 classes may influence your grade.

b. Punctuality. I expect that you will come to class on time, and remain until class ends. I expect that you will come back from any class breaks by the announced time. You can expect that I will start class on time and never go beyond the stated course ending time. If you arrive late or leave early, you will automatically lose at least 50% of your participation points for that day. Arriving late or leaving early is disruptive to the class and takes away from other students’ learning experience.

c. Preparation. I expect that you will come prepared for class by completing the reading and assignments for each day and having completed the assigned online quiz. You can expect that I will come to class prepared to discuss concepts, facilitate discussion, and lead activities.

d. Attentiveness. It is simultaneously incredibly distracting and incredibly easy to spot when students are not being attentive in class. I will allow laptop computers for taking notes, not for online shopping or surfing the web. I do not allow cell-phones in class at all. I stress again how incredibly easy it is for me to see if someone is texting, or paying more attention to their computer than to the course. I also stress that this will affect your grade. I expect you to pay attention to me and other students in the course and to not distract others with your actions. You can expect that I will be attentive to students’ questions, needs, and concerns. I reserve the right to require all electronic devices to be turned off during class.

e. Participation. I expect that you will participate in class, both individually and as part of your team, through making comments, asking questions, and being engaged in the class material. You can expect from me that I will provide opportunities for participation and engagement, and that I will make every effort to learn every student’s name. Given the learning tools of class discussion and other activities, there should be ample opportunity for all students to share their thoughts and perspectives, and I will look for you to make frequent high quality contributions throughout the semester. Quality participation includes comments that: (1) move the discussion forward; (2) prompt comments from other class members; (3) relate relevant personal experiences or outside materials to the discussion; and (4) are
thought-provoking and unexpected (vs. “safe” answers). Do not be afraid to respond directly to comments from another class member, but make sure you do so in a professional manner. You can disagree with a student’s comment without disparaging the student.

Your grade will be assessed using a combination of attendance records and judgments regarding your professionalism and contribution.

Additional Policies

- **Withdrawal/drop.** According to University policy, you must drop the course by the date stated by the UC Registrar in order for it to not to appear on your academic record.

- **Cancelled classes.** If the University cancels classes on a regularly scheduled class day, any assignments will be due at the next regularly scheduled class. Please be sure to check Blackboard for updates to our schedule and assignments.

- **Incomplete.** Incompletes will be given only in rare cases in which arrangements have been made with me in advance. Otherwise, if you do not complete all course requirements, you will be assigned the letter grade corresponding to the number of points you have received.

- **Late papers.** Any work that is turned in late will automatically lose 10% per day, starting at the time at which it was due.

- **No extra credit assignments or projects will be given in this course.**

- **Academic dishonesty.** Academic dishonesty as defined by University policy (e.g., plagiarizing, cheating, etc.), will not be tolerated in any form. As with all College of Business activities, this course will uphold the College’s high standards for ethics and professionalism. Our Values Statement specifies: “All College of Business interactions will be characterized by mutual respect and integrity, and driven by a shared desire for excellence.” These values are detailed in the Student Code of Conduct. Any violation, including academic misconduct, will be subject to the College review process, and could result in dismissal from the program.

- **“Two strikes policy” on academic integrity.** All academic programs at the Lindner College of Business will apply a “Two Strikes Policy” regarding Academic Integrity. Any student who has been found responsible for two cases of academic misconduct may be dismissed from the College. The “Two Strikes Policy” supplements the UC Student Code of Conduct (see: [http://www.uc.edu/conduct/Code_of_Conduct.html](http://www.uc.edu/conduct/Code_of_Conduct.html). All cases of academic misconduct (e.g., cheating, plagiarism, falsification) will be formally reported by faculty. Students will be afforded due process for allegations, as outlined in the policy. If a student is found guilty of academic misconduct in two instances, the student may be dismissed from the Lindner College of Business.

- **Special needs policy.** If you have a disability (e.g., visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability) that may influence your performance in this course, you must meet with the Disability Services Office (DSO) to arrange for reasonable accommodations to ensure an equitable opportunity to meet all the requirements of this course. If you require accommodations due to disability, please contact DSO at 556-6823, Campus Location: 210 University Pavilion. You will be provided an Accommodation Form indicating your accommodation needs for the semester. Please present this form to me AS SOON AS POSSIBLE to ensure your accommodation needs are discussed, agreed upon, and provided.
### MGT 3080 Course Schedule (subject to change)

All assignments and quizzes are due at noon on the day of class (assignments received at 12:01 pm will be considered late). Email a PDF of your assignment to amanda.christensen@uc.edu by noon on the date it is due.

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Reading &amp; Quiz</th>
<th>Other Assignments</th>
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<td>T 1/9</td>
<td>Introduction</td>
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<tr>
<td>2</td>
<td>H 1/11</td>
<td><strong>What is Organizational Behavior?</strong></td>
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<td>Complete Attendance Verification Assessment on Canopy</td>
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<tr>
<td>3</td>
<td>T 1/16</td>
<td>Job Performance</td>
<td>Ch 2 (reading only; no quiz)</td>
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<td>4</td>
<td>H 1/18</td>
<td>Organizational Commitment</td>
<td>Ch 3</td>
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<td>Job Satisfaction</td>
<td>Ch 4</td>
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<td>6</td>
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<td><strong>Exam 1 (Chapters 1-4)</strong></td>
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<td>8</td>
<td>H 2/1</td>
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<td>Ch 6</td>
<td><strong>SONA</strong>: Register by tomorrow (February 2)</td>
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<td>Learning &amp; Decision Making</td>
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<td>Career Fair</td>
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<td>10</td>
<td>H 2/8</td>
<td>Career Fair</td>
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<td>11</td>
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<td>Motivation (continued)</td>
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<td>Learning &amp; Decision Making (continued)</td>
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<td>Personality &amp; Cultural Values Ability</td>
<td>Ch 9</td>
<td>Application Article*: Ch 9, 10</td>
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<td>Ability</td>
<td>Ch 10</td>
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<td>Ch 5</td>
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<td>17</td>
<td>T 3/6</td>
<td><strong>Exam 2 (Chapters 5-10)</strong></td>
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<td><strong>Organizational Analysis Proposal due</strong></td>
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<td>Ch 11</td>
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<td>19</td>
<td>T 3/13</td>
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<td>20</td>
<td>H 3/15</td>
<td>Spring Break: No class</td>
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<td>21</td>
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<td>Organizational Culture</td>
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<td>Leadership: Styles &amp; Behaviors</td>
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<tr>
<td>24</td>
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<td>Deadline for 1st research experiment or summary is tomorrow (March 30)</td>
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<td>Exam 3 (Chapters 11-14, 16)</td>
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<td>Organizational Analysis Preparation</td>
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<td>27</td>
<td>T</td>
<td>Organizational Analysis Presentations</td>
<td></td>
<td>Deadline for 2nd research experiment or summary is tomorrow (April 20)</td>
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*See Application Article Assignments. You have only 1 assigned to you.*