

22-MGMT-380-001: Management Winter, 2012

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| Instructor: | Michael J. Urick, MBA, MS | Class Time: | Mon. & Wed. 4:00-5:45 PM |
| Office: | 516 Lindner Hall | Classroom: | 216 Lindner Hall |
| Phone: | 513-556-7134 | Office Hrs: | Mon. & Wed. 2:00-3:30 PM, Tues. & Thurs. Noon-1:30 PM, and by appointment |
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Required reading Colquitt, J.A., LePine, J.A., & Wesson, M.J. 2011. *Organizational Behavior*. 2nd ed. McGraw-Hill/Irwin. ISBN : 13: 978-0-07-813717-4

Additional reading assignments/handouts will be given throughout the quarter, and you will be responsible for these as well.

Course description and objectives: In this course, you 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 you learn relevant organizational behavior theories as well as develop vital managerial skills. The course covers three different areas that examine the varied and interwoven levels of management: individuals, groups, and organizations. By the end of the course, you should be able to:

1. Articulate the key theories and ideas associated with organizational behavior and management;
2. Identify and describe appropriate behaviors for managers; and
3. Assess and develop these behaviors in yourself, as well as in teams and organizations of which you are a part.

About the course I will use a variety of pedagogies in the class, including lecture, class discussion, interactive exercises, team activities, etc. Preparation and participation are two *crucial* keys to success in this class. Prior to each class session, there will generally be a reading assignment and you are expected to come to class having read it. In class, we will engage in a number of learning activities throughout the quarter to make the class more interactive. This approach will provide an environment in which you can learn more fully about yourself and others, including differences in points of view.

Blackboard A course website has been set up in Blackboard (<http://blackboard.uc.edu>). Blackboard will be used as a means for making course materials available to you. I will post slides used in class as well as other course materials.

Blackboard will also be used to make announcements and post changes to the class, as well as for ongoing discussions of course materials. It is important to check Blackboard!!

Grading

Grades will be assigned based on the following weights and scale:

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|------------|---------------------------------------|
| (50 pts.) | Miniquizzes (five @ 10 pts./miniquiz) |
| (100 pts.) | Exam I |
| (100 pts.) | Exam II |
| (100 pts.) | Exam III |
| (50 pts.) | Reflection paper |
| (50 pts.) | Group presentation |
| (50 pts.) | Class attendance/contribution |

Final grades for the class will be assigned as follows:

| | | | |
|--------------|--------------|--------------|---------------|
| 465-500 = A | 420-434 = B | 360-384 = C | 310-339 = D |
| 450-464 = A- | 400-419 = B- | 350-359 = C- | 300-309 = D- |
| 435-449 = B+ | 385-399 = C+ | 340-349 = D+ | Below 300 = F |

Miniquizzes

Six miniquizzes will be given as an "incentive" to be prepared for class and to keep on top of the reading. The format will be true/false and multiple choice. All miniquizzes will be given during the first 10 minutes of class and will be followed by additional class activities. If you come late to class, you will not be given time beyond this period to complete the miniquiz. Your lowest miniquiz score will be dropped from your overall grade. (In other words, your miniquiz grade will be based on your five best miniquizzes out of six miniquizzes given.) *If you are absent on the day of a miniquiz, this is the miniquiz score that will be dropped.* If you miss more than one (which should not happen), then you will receive a zero (0) on each quiz you miss starting with the second.

Examinations

Three exams will be given and will include objective and essay portions. Review sessions will occur in class in advance of each exam. These review sessions are not optional; that is, attendance is expected as with other classes in the course. The material covered on the exams is listed on the attached *Course Schedule*. Make-ups will be given only under extreme and unusual circumstances, and only if arrangements have been made in advance. In all other cases, failure to take an exam on the scheduled date and at the scheduled time will result in a score of zero (0) on the exam. Questions for the exams will be based on concepts that we covered in class. Note that there will be concepts that will be on the test that are not on the Power Point slides or in the assigned readings.

Rather, they are from class discussions, in-class exercises, etc. Therefore, it is important to attend all class sessions – you are responsible for all material covered!

Reflection paper

You will be required to complete (**individually**) one reflection paper in this course. This will involve you reflecting on course concepts and preparing a short (3- to 4-page) typed paper. You will have a choice of either reflecting on course concepts at the individual level or at the group level. Specific guidelines for the reflection paper will be provided. In short, the individual-level option asks you to explore the questions: (1) who am I?, (2) what motivates me?, and (3) how can I manage myself to exceed at work? The group-level option asks you to: (1) discuss a group that you're familiar with, (2) analyze the group using course concepts, and (3) provide recommendations for the group. The due date for the reflection paper is indicated on the Course Schedule.

Group Presentation

You will be required to complete (**with a group**) one brief presentation in this course. The class will form teams early in the quarter which will work together both in class and on the group presentation. Teams are expected to work on the group presentation outside of the scheduled class time. The presentations will be scheduled for the last week of class. Guidelines for the group presentation will be provided. The group presentation will focus on organization-level concepts.

Class contribution

It is my expectation that you will be prompt and regularly attend class sessions. Class contribution is a major component in this course. You are expected to read the assigned material and be prepared to discuss it in class and to participate in in-class exercises and activities. Excused absences include my limited interpretation of "extenuating circumstances" when I have been notified in advance.

Note that your class contribution/participation grade is 10% of your overall grade. I am a tough grader in this area and give no free points. In other words, you can't participate if you're not in class. Furthermore, if you are in class regularly and still do not participate, you will not receive all of the points.

It is also my intent to begin some class sessions with a current topic/event related to OB, management, or business in general. On these days, I expect to facilitate a spirited discussion regarding your thoughts on the topic/event.

**Additional
course policies:**

- Withdrawal/Drop. According to University policy, you must drop the course by 1/17 in order for it to not to appear on your academic record. The final date to drop is 2/29.
- Cancelled classes. If the University cancels classes on a regularly scheduled class day, any assignments will be due at the next regularly scheduled class as our class will not meet. Keep posted to local news and the UC website for official University closings or delays.
- Incomplete. Incompletes will be given only in rare cases where 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 assignments. Any work that is turned in late will automatically **lose 5% per day**, starting at the time at which it was due.
- **No individual extra credit assignments or projects will be given under any circumstances in this course.** It is, however, possible that extra credit points will be made available to the entire class at points during the quarter. This, however, is *not* a guarantee and should not be counted on to help improve your final grade.
- Grade appeals. If you have a concern about a grade that you receive in this class, you are invited to submit to me a written appeal within one week of receiving the grade in question. The appeal should outline your specific concerns with the grade and provide evidence supporting why the grade should be changed. I will then review your appeal and respond as quickly as possible.
- 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 (http://www.uc.edu/conduct/Code_of_Conduct.html). Any violation, including academic misconduct, will be subject to the college review process, and could result in dismissal from the program.
- 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 513-556-6823, Campus Location: 210 University Pavilion. You will be provided an Accommodation Form indicating your accommodation needs for the quarter. Please present this form to me AS SOON AS POSSIBLE to ensure your accommodation needs are discussed, agreed upon, and provided.

Course Schedule (Subject to Revision!)

| Class Dates | Topics | Reading | Deliverables |
|---|--|--|--|
| Wed., January 4 th | Introduction to organizational behavior and course Organizational structure | Chapter 1 & 15 (skim) | |
| Mon., January 9 th | Job performance & commitment | Chapter 2 & 3 | Miniquiz 1 over Chapters 2 & 3 |
| Wed., January 11 th | Personality | Chapter 9 (pp. 293-310, 314-322) | Bring completed Personal Style Inventory to class |
| Mon., January 16 th | MARTIN LUTHER KING JR. DAY HOLIDAY | | <i>No class!</i> |
| Wed., January 18 th | Cultural values | Chapter 9 (pp. 310-314) | |
| Mon., January 23 rd | Motivation | Chapter 6 | Miniquiz 2 over Chapter 6 |
| Wed., January 25 th | Motivation (continued) EXAM REVIEW | | |
| Mon., January 30 th | EXAM I | | Exam |
| Wed., February 1 st | Job satisfaction | Chapter 4 Chapter 10 (pp. 345-350 only) | |
| Mon., February 6 th | Learning & decision making | Chapter 8 | Miniquiz 3 over Chapter 8 |
| Wed., February 8 th | Stress | Chapter 5 | |
| Mon., February 13 th | Trust, justice & ethics | Chapter 7 | Miniquiz 4 over Chapter 7 |
| Wed., February 15 th | Teams: Characteristics & diversity and processes & communication EXAM REVIEW | Chapter 11 & 12 | |
| Mon., February 20 th | EXAM II | | Exam |
| Wed., February 22 nd | Leadership: Power & negotiation | Chapter 13 | |
| Mon., February 27 th | Leadership: Styles & behaviors | Chapter 14 | Miniquiz 5 over Chapter 14 Reflection Paper Due |
| Wed., February 29 th | Organizational culture | Chapter 16 | Miniquiz over Chapter 16 |
| Mon., March 5 th | Change | To be distributed... | |
| Wed., March 7 th | GROUP PRESENTATIONS EXAM REVIEW | | Group Presentations |
| Mon., March 12th 4:00-6:00 PM | EXAM III | | Exam |