

**MGMT 381**  
**Organizational Behavior**  
**Fall 2007**

Instructor: Dr. Aneika L. Simmons  
Class time: Tuesday & Thursday 11:00am – 12:20pm  
Classroom: Smith-Hutson Business Building 336  
Office: 236C Smith-Hutson Business Building  
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**OFFICE HOURS:**

Tuesday 9:00am to 10:45am and 2:00pm to 6:00pm  
Thursday 9:00am to 10:45am and 2:00pm to 3:30pm  
Additional Office Hours can be scheduled via appointment.

**REQUIRED TEXT:**

Hellriegel, D. and Slocum, J. W. (2004) Organizational Behavior. 11<sup>th</sup> ed. Thomson.

**COURSE DESCRIPTION:**

This course seeks to help you develop a valuable understanding of organizational behavior within organizations. It is also designed to help you become more effective in perceiving and managing people within organizations.

**COURSE OBJECTIVES:**

This course has two major objectives – understanding and cultivating the ability to apply management skills that relate to organizational behavior.

1. Understanding Organizational Behavior

The first objective is to provide you with a general understanding of how people behave in organizations and what causes them to behave the way they do. In the end of the course, you will be able to understand and explain a variety of behavioral phenomena in organizations including individual behaviors, interpersonal relationships, and group dynamics. Comprehending accurate information can be powerful. Understanding organizational behavior serves as the first step to effective management.

2. Applying Organizational Behavior

The second objective of the course is to provide opportunities for you to apply the knowledge of organizational behavior to real situations. This is the part to put “comprehension” into action. In the end of the course, you will be able to diagnose various real world situations and to suggest constructive recommendations based on your behavioral science knowledge.

## COURSE ORGANIZATION

1. All the students must have the textbook and *read the chapters ahead of class*.
2. Lectures are necessary with a course such as this. Furthermore, lectures covering key bodies of knowledge are an efficient means of communicating information. Lectures will be derived from the assigned textbook, “real world” examples of organizational behavior concepts, and other materials.
3. The lecture will be largely based on the interactive sharing of ideas, concepts, and experiences of both the instructor and students. Students are expected to raise points of interest to discuss during class.
4. One case assignment will be made by your team (I will assign approximately five or six students to a team) to help interpersonal and small team learning. Each team will present their analysis and lead the classroom discussion.
5. The three examinations will consist of primarily multiple-choice questions. Exams are designed to assess how well you can analyze, evaluate, and apply the concepts we have covered in class. Although these exams are not designed to be *cumulative*, you may find that some topics discussed early on in the course will show up on later exams. This is because concepts in this course often build upon one another. If necessary, make-up examinations will consist of essay questions.

## CLASS FORMAT

Classes consist primarily of lectures and discussion. The class is designed to be an interactive learning experience. In order to participate and contribute to class discussion, it is important that students complete readings before class and ponder the concepts presented in the material.

## GRADING

1. Examinations (600 points):

Exam One	(200)
Exam Two	(200)
Exam Three	(200)

2. Overall grading breakdown:

Participation	150 points
Team case study	250 points
Exams	600 points
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Total	1,000 points

\*\*I will use the following to determine final grades. I reserve the right to curve the class grades, if deemed necessary. The exercise of this right will be limited to such cases that are consistent with the interests of students.\*\*

**1000-900 = A**

**899-800 = B**

**799-700 = C**

**699-600 = D**

**599-0 = F**

**More information on Exams:**

There will be three exams during the semester. The exam dates are NOT negotiable. Exams may consist of multiple-choice and/or essay questions. It is the inherent nature of this course that each chapter builds on the previous chapters. Therefore, exams can be considered cumulative. However, the focus of each exam will be on material covered since the prior exam. The testing domain includes all material covered in the course (assigned readings, lectures, discussions, and videos). Make-up exams are given only with University approved well documented excuses.

- Students showing up more than 10 minutes late on exams days will not be permitted to take the exam.

**Policies:**

Attendance Policy: Class exercises will be assigned throughout the course. No late papers or assignments will be accepted. If you are absent on the day a class exercise is given or if you come to class late after the assignment is already completed, you will receive a zero for that assignment and it cannot be made up. *There are NO exceptions to this rule unless you have a university-approved absence.* In addition, students will be required to bring official documentation for all absences after three missed class periods.

Students with Disabilities Policy: It is the policy of Sam Houston State University that no otherwise qualified disabled individual shall, solely by reason of his/her disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic, Student Life program or activity. Students with disabilities may request academic assistance when needed from their instructor, school/department chair, or by contacting the Chair of the Committee for Continuing Assistance for Disabled Students and Director of the Counseling Center, Lee Drain Annex, or by calling (936) 294-1720.

Religious Holiday Policy: Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.

University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). This request must be made in the first fifteen days of the semester or the first seven days of a summer session in which the absence(s) will occur. The instructor will complete a form notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed.

## **TEAM PROJECT**

Team Case Analysis: Each team (formed of about 5 or 6 students) will choose one of the 38 large size companies from the 2006 Fortune 100 Best Companies to Work For. This assignment will provide an opportunity to develop teamwork and leadership abilities. Each team will assume the role of management consultants and will prepare a well-written (10 page or less) case analysis. The analysis will be specific to issues related to organizational behavior (e.g., motivation, leadership, culture). Each team is expected to present their case analysis in class. Evaluation is based on presentation of the case, initiating and leading class discussion, and providing useful insights. Each presentation will last approximately 10-15 minutes. 150 of the 250 points will be based on the written paper, while the remaining 100 points will be calculated from the team presentation. Papers will be due the day of the team's presentation.

### **Peer rating:**

All members of the same team will not necessarily receive an equivalent grade. Equal input is expected from each team member. Each group member will have the opportunity to rate the contributions of the other members. This peer evaluation will be used to assess whether or not each member of the team has done their fair share of the work conscientiously. Peer evaluations will be due the day of the team's presentation.

## **PARTICIPATION**

In order to verify your comprehension of the assigned materials, you will be given unscheduled in-class activities. The purpose of the quizzes is to verify that you are reading the assignments before each class and to determine whether or not you understand the lectures. Thus, the unscheduled activities would be either at the beginning or end of the class. The unscheduled activity may include a short quiz on the assigned reading materials for the day, or may simply involve a group activity based on a relevant class topic. To enhance the participation process, *10 unscheduled in-class activities* will be held throughout the semester. Every unscheduled in-class activity will be worth *15 points* each.

## **PROFESSIONALISM**

Professionalism is an important component of this class. Please be respectful of me, your classmates, as well as yourself. It is possible that we may engage in vigorous debates, but please refrain from making ad hominem criticisms. In addition, please make an effort to become a presence in the classroom, come to class on time, turn off electronics, and be attentive. I also ask that you do not read any materials during our class time that do not directly relate to our discussed topic. I appreciate your willingness to comply with our class guidelines.

## **GRADE APPEALS**

Within 7 days of the date you receive your exam score, submit a written note to the instructor describing the nature of the grading issue you are appealing. Demonstrate in writing how your exam response satisfies the requirements better than the given grade. Include references to readings and class notes where appropriate. Within 7 days of receiving a written appeal, I will respond to you in writing with a decision. I will not

entertain grade appeals after submitting final grades. Grade changes based on computational errors will be entertained anytime.

### **OTHER ADMINISTRATIVE CONCERNS**

Please note that I strongly prefer to be contacted by e-mail. If you leave a message on the office answering machine, there is the strong possibility that you may not hear from me for at least a day or two. If you have any messages or specific requests for me, please submit them by e-mail. Make sure that all messages include your name and a complete description of your question or concern.

### **COPYWRITE NOTICE:**

Unless noted otherwise, all course materials, including syllabus, course notes, exams, handouts, and other course materials are subject to copyright. Permission must be sought from me for reproduction or adaptation.

### **FOOD & BEVERAGE POLICY**

We have beautiful and state-of-the-art classrooms in the Smith-Hutson Business Building. We want to maintain the high quality of these classrooms for the students in future years. Thus, it is necessary for you to adhere to the established policy of **NO BEVERAGES, FOOD, TOBACCO PRODUCTS, OR ANIMALS** (unless approved) within the Smith-Hutson Building Classrooms. If for special reasons you need to bring water or food into the classroom please inform me in advance.

### **SCHOLASTIC DISHONESTY**

As commonly defined, plagiarism consists of passing off as one's own the ideas, words, writings that really belong to another individual. In accordance with this definition, you are committing plagiarism if you copy the work of another person and turn it in as your own, even if you should have the permission of that person. Plagiarism is one of the severest of academic dishonesty and can be expected to result in severe consequences.

This rule does not prevent the discussion of ideas about lectures and cases with members of the same section of MGMT 381 outside the classroom, as long as appropriate credit is given to the originator(s) of the idea. Obtaining case details or ideas from students from other sections, or getting notes from previous years is not considered honest behavior, as it hinders the normal discovery and learning process of the team, and overstates your preparation.

To prevent any possible misunderstandings on this issue, document your sources well so that I can find the relevant books, newspaper articles, journals, and websites that you use. The failure to properly cite referenced work will result in a lowered grade. At a minimum list the author, title, publication, date, and page, if appropriate.

It is the responsibility of students and instructors to help maintain scholastic integrity at the university by refusing to participate in or tolerate scholastic dishonesty. Scholastic dishonesty in any form is not tolerated in this course.

**Academic Misconduct: “All students who enroll at Sam Houston State University agree to assume the responsibilities of citizenship in the campus community.” (Undergraduate Catalogue 1988-1990, p. 56) Any form of cheating will not be tolerated!**

## COURSE CALENDAR

DATE	TOPICS	ASSIGNED READING
August 21 <sup>th</sup> - Tues	Syllabus – Introductions	
August 23 <sup>rd</sup> - Thur	Learning About Organizational Behavior	Ch. 1
August 28 <sup>th</sup> - Tues	Individual Differences	Ch. 2
August 30 <sup>th</sup> - Thur	Individual Differences	Ch. 2
Sept. 4 <sup>th</sup> - Tues	Perceptions and Attributions (September 5, 2007 Last day to drop without a “Q” and receive 100% refund.)	Ch. 3
Sept. 6 <sup>th</sup> - Thur	Fostering Learning and Reinforcement	Ch. 4
Sept. 11 <sup>th</sup> – Tues	<b>Exam One</b>	
Sept. 13 <sup>th</sup> – Thur	Teams	Ch. 8
Sept. 18 <sup>th</sup> – Tues	<i>Roles and Responsibilities for Team Project Due Before 5:00pm</i>	<i>NO FORMAL CLASS</i>
Sept. 20 <sup>th</sup> – Thur	Motivation	Ch. 5
Sept. 25 <sup>th</sup> – Tues	Motivation	Ch. 5
Sept. 27 <sup>th</sup> – Thurs	Motivating Individuals for High Performance	Ch. 6
October 2 <sup>nd</sup> – Tues	Motivating Individuals for High Performance	Ch. 6
October 4 <sup>th</sup> – Thur	Stress	Ch. 7
October 9 <sup>th</sup> – Tues	Interpersonal Conflict and Negotiation (Debate)	Ch. 9
October 11 <sup>th</sup> - Thur	Interpersonal Conflict and Negotiation	Ch. 9
October 16 <sup>th</sup> – Tues	<b>Exam Two</b>	
October 18 <sup>th</sup> - Thur	Leading Effectively: Foundations	Ch. 10
October 23 <sup>rd</sup> – Tues	Leading Effectively: Contemporary Developments	Ch. 11
October 25 <sup>th</sup> – Thur	Leading Effectively: Contemporary Developments	Ch. 11

October 30 <sup>th</sup> – Tues	Interpersonal Communication	Ch. 12
November 1 <sup>st</sup> – Thur	Making Decisions in Organizations	Ch. 13
November 6 <sup>th</sup> - Tues	<i>Outlines for Team Paper and Class Presentation Due Before 5:00pm</i>	<i>NO FORMAL CLASS</i>
November 8 <sup>th</sup> – Thur	Cultivating Organizational Culture	Ch. 15
November 13 <sup>th</sup> – Tues	Cultivating Organizational Culture	Ch. 15
November 15 <sup>th</sup> - Thur	Guiding Organizational Change	Ch. 16
November 20 <sup>th</sup> - Tues	Guiding Organizational Change	Ch. 16
November 22 <sup>th</sup> - Thur	Thanksgiving Holiday	
November 27 <sup>th</sup> - Tues	<i>Team Presentations</i>	
November 29 <sup>th</sup> - Thur	<i>Team Presentations</i>	
December 4 <sup>th</sup> – Tues	<i>Team Presentations</i>	
December 6 <sup>th</sup> - Thur	<b>Exam Three</b>	

### Syllabus Change

You may expect that amendments to this syllabus will be made as the course progresses.



## Student Information Sheet

**Full Name:** \_\_\_\_\_

**Preferred or Nickname:** \_\_\_\_\_

**Student #:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Major / Minor:** \_\_\_\_\_

**Year and Semester of Graduation:** \_\_\_\_\_

**Post-graduate plans:** \_\_\_\_\_

**Reason you are taking this course:** \_\_\_\_\_

\_\_\_\_\_

**Other courses you are taking this semester:** \_\_\_\_\_

\_\_\_\_\_

**Previous internships and work experience:** \_\_\_\_\_

\_\_\_\_\_

**Course expectations (What do you expect out of this course?):** \_\_\_\_\_

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**If anything, what concerns you about this course?:** \_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

If you are not comfortable giving out some or all of this information, for whatever reason, please leave those areas blank. The information you provide on this form will be treated as strictly confidential and will only be distributed in accordance with SHSU policy and public law. Disclosure is voluntary and will only be used for student familiarization and contact purposes.

**Please complete, detach, and return this page to me. I look forward to working with you this semester. Thanks!**