

**MGT 664--Organizational Behavior (Sec. 302 & 808-- night)  
Spring, 2007**

**Instructor:** Dr. Peter Richardson  
**Office Hrs.:** 1:30-3:00 M ; 3:15-4:45 T,TH &  
9:20-9:50 p.m. T, or by appointment

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<u>DATE</u>	<u>TOPIC</u>	<u>TEXT</u>	<u>ASSIGNMENT DUE</u>
<b>JAN</b> 16	Introduction & O.B. Field	CH 1	
23	Managing People & Individual Behavior	CH 2 & CH 4	
30	Individual Behavior	CH 6 (148-158)	Case
<b>FEB</b> 6	Personality & Content Motivation	CH 5	
13	Process Motivation	CH 6 (137-148)	Case
<b>20</b>	<b>EXAM #1</b>		
27	Group Dynamics	CH 11 & CH 15 (411-417)	
<b>MAR</b> 6	Teams and Power	CH 12 & CH 14 (372-379)	
13	Leadership	CH 14 (365-372) & CH 13	Case
20	<b>SPRING BREAK</b>		
27	Global Mgt. & Diversity	CH 3	
<b>APR</b> 3	<b>EXAM #2</b>		
10	Performance Management	CH 8	
17	Performance Mgt. & Rewards	CH 8	PORTFOLIO
24	Rewards	CH 8	
<b>MAY</b> 1	Org. Culture & Org. Change	CH 18 & 19	Case
8	Org. Development; Job Design; Ethics	CH 19 & CH 7	
<b>MAY 15</b>	<b>FINAL EXAM ( Tuesday 8:00 <u>p.m.</u>)</b>		

## **COURSE OBJECTIVES:**

1. Increase understanding of individual and group behavior within organizations.
2. Learn and apply theory and research regarding interactions between human beings and between people and formal organizations.
3. Understand and appreciate individual differences, human interactions, and group dynamics.
4. Recognize impact and dynamics of organizational culture and organizational change.
5. Recognize importance of changes and current issues (i.e., globalization, ethics, etc.)
6. Expand your understanding and awareness of your own beliefs, philosophy, and biases and share others' perspectives on managing people.

**ASSIGNMENTS:** Assignments include reading and studying chapters and readings, writing cases, and completing exercises. Additional readings may be assigned throughout the semester. All work handed in must be on **8-1/2 x 11" straight-edged paper** with pages **stapled** together. It should be **typed** unless specifically otherwise noted. Work cannot be accepted once it has been discussed in class. The first case is a practice case. The remaining 3 cases are worth 30 points each but you will prepare only one of them to be graded. You must hand in some discussion notes for the 2 cases not prepared to turn in for grading (requirements explained in class). Please **label them as "Notes"**. A portfolio will also be required. This paper will be worth 100 points. Details will be presented later in class with handout.

**ATTENDANCE:** All students are expected to attend all classes and be prepared to discuss assigned materials. Students will be called upon to present cases in class. Poor attendance may affect grades through class activities, participation, and "borderline" (explained in first class) and if it becomes excessive (i.e., 7 or more classes in the day class/ 4 or more in the night class), failure in the course may result. Half classes will be counted.

**GRADING:** Grades will be based upon examinations (3 worth 100 points each [62%]), cases totaling 30 points [6%], a portfolio worth 100 points [21%], and participation in class amounting to 50 points [10%]. The exams will be a combination of true/false, multiple choice, short answer, and essay items. Class participation will include completing assigned nongraded work and exercises, attendance, and discussion in class (both quantity and quality). Final grades will be based upon 90% (A), 80% (B), etc. of the 480 possible points in the course. There will be **NO** extra work for extra credit. Grades are **NOT** curved. Grades within 1% of the cutoff in either direction are considered "borderline" grades (implications explained in introductory lecture).

**MAKE-UP EXAMS:** All students are expected to take exams as scheduled unless extraordinary circumstances exist. Any other arrangements must be made in advance with the instructor. Being unprepared or having another test that day are **NOT** valid reasons. Make-up exams will be essay and will be given sometime **AFTER** the regular exam.

**DUE DATES:** All assigned work is due at the beginning of class on the date for which it is assigned. Late work is generally not accepted. If it is, there will be a reduction in its value.

**PLAGIARISM AND CHEATING:** Any student who has been found by the instructor to have committed academic dishonesty, as defined in the Student Academic Integrity Policies and Procedures manual, will, at the discretion of the instructor, be subject to any of the sanctions described in the manual, up to and including a grade of XF (failure because of academic dishonesty). It is your responsibility to read and understand the above document. Details discussed in first lecture. This document is available at <http://www.missouristate.edu/provost/AcademicIntegrity.html>

**TEXT:** Moorhead and Griffin, Organizational Behavior, 7th Edition, 2004.

University policy does not allow smoking, eating, or drinking in classrooms. Students should **NOT** receive cell phone calls during class. Do not leave the room during class except on breaks. **No one may leave the room during a test until they have turned in the exam.** Any student who feels a need

for accommodation for any type of disability, please see me during office hours or after class. To request accommodations for disability, students must contact Disability Services, Plaster Student Union Suite 405, 836-4192 (TTY 836-6792). Students must provide documentation of disability to Disability Services prior to receiving accommodations. Missouri State adheres to all EEO regulations and laws with regard to race, religion, gender, age, national origin, disability or other protected factors or activities. Contact the EEO Office at 836-4252, the Dept. Head, or refer to Missouri State's website (the "equal opportunity" section) with any discrimination concerns.

Final drop date is May, 4. NO grades of N may be assigned after this date

### **MGT 664-- ORGANIZATIONAL BEHAVIOR PORTFOLIO PROJECT (Spring, 2007)**

This assignment requires you to construct a portfolio by assembling materials and summarizing concepts and theories about organizational behavior that have personal significance to you.

A portfolio is a collection of items that typically has some value to the owner and reflects in some way the owner's values, knowledge, feelings, or state of mind. A portfolio is easy to visualize if one considers an artist in the process of interviewing for a position. In this setting a portfolio would probably contain any evidence that the person felt would show personal mastery of skills and knowledge relevant to the job at hand. Among the items included in the artist's portfolio might be pictures he or she had taken, painted, or drawn, along with sketches that might illustrate where his or her future endeavors might lead, or exhibits of how he or she was able to imitate, modify, or apply some other artist's work. This is how I want you to approach this assignment though you are a student of behavior, not an artist. Try to convey in your portfolio what you know about organizational behavior by explaining (not just repeating) material and giving **PERSONAL EXAMPLES.**

The point value of the project will be 100 points, and the project is due on Tuesday, April 17<sup>th</sup> for the night class and Thursday the 19<sup>th</sup> for day class. There will be four grade ranges: minimum = 70, moderate= 75-85, good = 85-95, and excellent = 95-100. Portfolios not meeting the minimum will receive **NO POINTS**. Spelling, grammar, following the format, etc. will count in the grading.

This assignment should include:

1. **THREE** summaries of what you learned from reading three articles from management journals or magazines published within the last 12 months. These articles should be chosen for their relevance to topics covered in this course and should be substantive pieces of work (not just one page articles). All articles should be related to one general topic of your choosing, not just be a smattering of unrelated material. In your summary, tell me generally what it said, what you learned, and how it might affect the way you practice management, and any **personalization** you can bring in. After the separate summaries, write an "**Integration**" section that gives the big picture and ties the articles together. Also include a copy of the **FIRST AND LAST SUBSTANTIVE PAGES** of the articles in the appendix of the portfolio. **DO NOT** use articles read for or used in another class. At least one article should be from a "scholarly" journal, one from a "trade/professional" source, and one from a "popular" source. **Only the articles need a common topic. The rest of the portfolio should cover a variety** of different O.B. areas, topics, etc. **(DO NOT USE ARTICLES THAT ARE SOLELY WEBSITE WRITINGS!)**
2. A thorough summary of a conversation (interview) you have and the insights you gained from talking to **ONE** practicing manager about a **variety** of O.B. issues and specifically how they deal with them. Be as specific and detailed as possible. What was the most

valuable advice they gave you on how to manage? How did what they say agree or disagree with specific things covered in this class?

3. **TEN** concepts learned and their implications for your personal practice of management. These need be no more than a paragraph and should describe the concept, **give personal, concrete examples**, and mention how an awareness of the concept will affect your future behavior as a manager. Your concepts should span as many content areas from class as possible and may come from the textbook, class discussion, or the readings.

4. **TWO** write ups that show your **personal insights and applications** from at least **TWO** of the major topic areas covered this semester, such as: perception, personality, motivation, leadership, organizational culture, etc. This should reflect significant extra effort and be much more involved than the concepts required in #3. Discuss and explain course material and then tie this material to PERSONAL applications, insights, and concrete examples. These should each be about 3-5 pages.

The idea is, excluding the results of typical paper and pencil tests, show the reader that you know and understand the material we have dealt with in this course. The more you can show the actual use or recognition of it in real settings the better. These may be work settings, class settings, in clubs or social organizations, interactions with roommates, family, etc., etc. Grades will be determined not just on the **quantity** of items included in the portfolio but also on the **quality** in terms of how well you meet the spirit of what this assignment is intended to do. An "Excellent" paper would meet the quantity requirement, fully meet the spirit (quality) of the assignment, and would be essentially free of language and format errors.

The acid test for anything included in this portfolio is that it be a **personalization** with as many examples as possible of material, concepts, theories studied in the class.

**\*\* Please use the following format for the portfolio.\*\***

(For all except title page use a "normal" font of about 12 and 1-inch margins all around. Double space in the body of the paper)

Title page-- "Portfolio", your name, course, section number, and date

Table of Contents (you don't need to include page numbers from body in Table of Content

1. Articles-- list (full citation) the articles summarized
2. Interviews-- list the interview (person and organization)
3. Concepts-- list and number the concepts discussed
4. Insights-- list the major areas discussed
5. Appendix

Body-- Start with article summaries. Put full reference or citation at top of page (author, title, journal volume, date, pages, etc.) and follow it with the summary. You may use any conventional referencing format. Begin each one at the top of a new page. Finish with the "Integration" section and label it as such.

Then put interviews. Put "Interview with" and person's name and organization at top of page. Begin each one at the top of a new page.

Then put concepts. Begin a page with the title "Concepts" and go through the concepts. **DO NOT** begin a new page for each of these. Underline each concept name or phrase and put an extra space between each of the concepts.

Then do major insight areas. Begin a new page for each major area and put the name of the area at the top of the page.

Number all pages consecutively beginning with the first page of the article summaries as page #1 (You may do this by hand if it poses a problem on the computer). The Appendix does not need to be part of this numbering.

Appendix-- Put a page with "Appendix" on it. Following that should be the first and last substantive page of the articles you have summarized and any other documents, forms, exhibits, or whatever you may have included as evidence of knowledge or application. For articles printed off the computer give a full page of introductory or beginning comments and of discussion, results, or conclusions at the end. You may have to "cut & paste" some of these either electronically or physically. It's O.K. to xerox pieces and put them together even if some lines show or it isn't totally "clean" looking.

The portfolio should be bound on the left with a **comb or spiral** type binder. Do **NOT** use any type of **plastic cover, paper covers only!** If the outer cover is not the title page, please write "Portfolio", your name, course, section number, and semester on the outside cover.

Examples are on reserve in the library under Dr. Richardson MGT664, and on e-reserve (Password is RICH, in all capitals).

### 664 PORTFOLIO JOURNALS & MAGAZINES

For the first part of the portfolio the requirement will be 3 articles, one each from an academic/scholarly journal, a trade/professional publication, and a popular press magazine.

On page 555 of the textbook is a list of some of the major O.B./HRM type publications. In general the ones they list as "basic" research are what I mean by academic or scholarly publications although a few in the "applied" section are also that. Some of those in the "applied" section are what I mean by trade/professional publications. In addition to those listed some other primarily trade/professional publications would include the following:

- Business Forum
- Business Horizons
- Human Relations
- Human Resource Management
- International Journal of Management
- Leadership and Organizational Development Journal
- Management Decisions
- Personnel Journal

The mass media, popular press magazines would be things like:

- Fortune
- Time
- Business Week
- Forbes , etc.

Do not confuse the above with specialized or trade publications like PC World, Datamation, HR Magazine, regional "Business Journals", etc. These are NOT mass media, popular ones. Also, no newspapers like the Wall Street Journal.

The main distinction to make is in empirical support and references. A **"scholarly/academic" article will have data and numbers that support or refute the claim it**

*is making and it will reference and document information* from several other sources. The **“professional/trade”** articles *will either just talk about these or be opinions, “facts”, etc. that are presented but with no actual external support or empirical results* to back it up and they won't have nearly as extensive (if any) references. That is not to say they are not accurate or valuable, just that they are not empirically supported and objectified within the article. The **popular press** articles will be current magazine articles that talk about the issues or problems. These would be that are the kind you would find at a typical newsstand or bookstore, *widely read publications, broad business coverage, not tied so much to a specific technical area.*

Remember, the minimum for the portfolio is 3 articles (one of each kind) and all articles should revolve around some common O.B. topic or theme. If you choose to do more than 3 articles they may come from whatever of the 3 types of sources you choose. They do not have to come equally from the 3 types of sources but they do need to be on the same general topic area.

Do not rely exclusively on electronic searches or internet sources. Look at the current stuff in the library. The articles must be from traditional, published, recognized sources. I do not want “articles” off internet sites, proprietary “articles” off the net from people trying to sell you things, etc. If you can obtain the actual article off the net, fine, but be sure it is simply an electronic copy of a true published article.