

MGT 340

Organizational Behavior & Management

Spring 2006

Section 7: 8-8:50 a.m. MWF, Glass 435

Section 8: 9-9:50 a.m. MWF, Glass 435

Course Prerequisites:

54 credit hours, including PSY 121

Undergraduate business majors must be admitted to COBA

Dr. Benjamin D. Goss

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Office Hours:

MW: 10-11 a.m., 1-2 p.m.; F: 10-11 a.m.
or by appointment

COURSE OVERVIEW

COURSE MATERIALS

Required Course Materials

Robbins, S.P., & Coulter, M. (2005). *Management (8th Edition)*. Upper Saddle River, NJ: Pearson Prentice Hall.

The Wall Street Journal.

Helpful Course Materials (not required)

Collins, J.C. (2001). *Good to Great: Why Some Companies Make The Leap...And Others Don't*. New York: HarperCollins Publishers.

Collins, J.C., & Porras, J.I. (2002). *Built to Last: Successful Habits of Visionary Companies*. New York: HarperCollins Publishers.

Fortune Magazine.

Jensen, B. (2002). *Work 2.0: Rewriting The Contract*. Cambridge, MA: Perseus Publishing.

Oatsvall, R. (2005). *Study Guide, Management (8th Edition)*. Upper Saddle River, NJ: Pearson Prentice Hall.

Ries, A., & Ries, L. (1998). *The 22 Immutable Laws of Branding: How to Build a Product or Service Into a World-Class Brand*. New York: HarperBusiness.

COURSE OBJECTIVES

Upon successful completion of this course, students will be able to:

- Interpret how managers affect behavior at the individual, group, & organizational levels.
- Explain the importance of human resources to an organization and how managers guide the organization's human resources.
- Define the four primary managerial functions and explain how managers utilize these functions to accomplish the organization's mission, goals, & objectives.
- Translate the global nature of organizations and the roles of managers in the global environment.
- Explain the social and ethical responsibilities of managers.
- Recognize the evolution of managerial theories and relate the roles each theory has played in the development of the management discipline.
- Examine diverse sizes and types of organizations and the managers who manage them.
- Define current management terminology.
- Recognize and interpret current trends in business news.
- Identify and describe how current technological trends and applications affect managerial roles.

COURSE OUTLINE

UNIT 1

Chapter 1: Introduction to Management & Organizations
Chapter 2: Management Yesterday & Today
Chapter 3: Organizational Culture & the Environment: The Constraints
Chapter 5: Social Responsibility & Managerial Ethics
Chapter 4: Managing in a Global Environment (WSJ chapter)

UNIT 2

Chapter 13: Managing Change & Innovation
Chapter 6: Decision Making: The Essence of the Manager's Job
Chapter 8: Strategic Management
Chapter 10: Organizational Structure & Design
Chapter 7: Foundations of Planning (WSJ chapter)

UNIT 3

Chapter 14: Foundations of Behavior
Chapter 15: Understanding Groups & Teams
Chapter 16: Motivating Employees
Chapter 17: Leadership
Chapter 18: Foundations of Control
Chapter 12: Human Resource Management (WSJ chapter)

COURSE ASSIGNMENTS

NUMERIC GRADE SCALE	EQUIVALENT LETTER GRADE
90-100	A
80-89	B
70-79	C
60-69	D
Below 69	F

All assignments will be graded on a 100-point scale. In both cases of assignment grades and the final grade, any decimal values, no matter how small, are rounded UP to the next highest whole number.

UNIT TESTS: 60%

(3 tests at 20% each)

Upon completion of each of the course's units, a test will be given. The tests may take various forms or combination of forms (objective, short answer, case study, essay), will be administered in class, and will be completed individually.

POP QUIZZES: 20%

(5 quizzes given, lowest grade dropped, 4 quizzes counted @ 5% each)

At various unannounced junctures throughout the semester, five pop quizzes will be given in class. The lowest of a student's five quiz grades will be dropped; thus, four of the quizzes will count toward the student's final average. QUIZZES CANNOT BE MADE UP FOR ANY REASON (E.G., TARDINESS, VERIFIED ABSENCE, UNVERIFIED ABSENCE). Quizzes will may be based on lecture material previously covered (but only within the present unit), lecture material covered in class that day, material covered in the subsequent chapter in the present unit (i.e., the next chapter to be covered on the outline), or any combination of these.

THE WALL STREET JOURNAL REPORTS: 15%

(3 reports @ 5% each)

Three reports based upon topics in the *Management* textbook and illustrated by articles found in *The Wall Street Journal* will be submitted periodically throughout the semester. AN INDIVIDUAL SUBSCRIPTION TO WSJ IS REQUIRED FOR EVERY STUDENT. STUDENTS NOT SUBMITTING SUBSCRIPTION CARDS BY THE THIRD CLASS MEETING WILL BE DROPPED AND NOT ALLOWED TO RE-ENTER THE COURSE. The reports will relate to materials found in chapters 4, 7, and 12 (see "Course Outline" section). The exact topics and format required will be distributed at a later date.

FINAL EXAM: 5%

At the end of the semester, a comprehensive final exam will be administered. The exam material will be collected by students from lectures given throughout the semester. The required material will be clearly highlighted during the lectures.

EXTRA CREDIT WILL NOT BE OFFERED IN ANY SHAPE, FORM, OR FASHION! PLEASE DO NOT ASK!

GRADE CALCULATOR

All assignments will be graded on a 100-point scale. In both cases of assignment grades and the final grade, any decimal values, no matter how small, are rounded UP to the next highest whole number.

ITEM	PERCENTAGE	POINT VALUE
Unit 1 Test	x .22 =	
Unit 2 Test	x .22 =	
Unit 1 Project	x .17 =	
Unit 2 Project	x .17 =	
WSJ Report 1	x .08 =	
WSJ Report 2	x .08 =	
Final Exam	x .06=	

HOW TO CALCULATE YOUR CURRENT GRADE IN THIS COURSE AT ANY TIME:

1. Calculate the product of the **maximum score** (always 100) for each graded item, times its **percentage**, to determine its **maximum point value** (Examples: $100 \times .17 = 17$; $100 \times .08 = 8$).
2. Add all **maximum point values** for each item graded to the present time.
3. Calculate the product of **your score** (may be higher than 100 if extra credit is included) for each graded item, times its **percentage**, to determine its **point value** (Examples: $84 \times .17 = 14.28$; $77 \times .08 = 6.16$).
4. Add all **point values** for each item graded to the present time.
5. Divide the number calculated in Step 4 by the number calculated in Step 2.
6. Multiply the number calculated in Step 5 by 100. Round any decimal points UP to the next highest whole number. DO NOT ROUND ANY NUMBERS UPWARD UNTIL THIS STEP!

COURSE POLICIES

*=MSU policy

=COBA policy

POLICY 1: BE HERE.

ATTENDANCE*

Because class attendance and course grade are demonstrably and positively related, the University expects students to attend *all* class sessions of courses in which they are enrolled. Each instructor has the *responsibility* to determine specific attendance policies for each course taught, including the role that attendance plays in calculation of final grades and the extent to which work missed due to non-attendance can be made up. On the *first day of class*, each instructor will make available to each student a written statement of the specific attendance policy for that class. The University encourages instructors not to make attendance a disproportionately weighted component of the final grade. The University expects instructors to be reasonable in accommodating students whose absence from class resulted from: (1) participation in University-sanctioned activities and programs; (2) personal illness; or (3) family and/or other compelling circumstances. Instructors have the right to request documentation verifying the basis of any absences resulting from the above factors. Any student who believes that his or her final grade for a course has been reduced unfairly because of attendance factors has the right to appeal that grade under the process outlined at <http://www.missouristate.edu/recreg/attendan.html> .

For this particular course, students will be allowed four (4) absences without penalty and/or inquiry from the instructor.

For the fifth absence and all subsequent absences beyond the fifth absence, students must submit to the instructor verifiable proof of a verifiable excuse (defined below) **WITHIN ONE WEEK OF THE STUDENT'S RETURN TO CLASS** in order to have the absence excused.

For each absence beyond the first four absences that is not a verifiable excuse (i.e., that is NOT accompanied by verifiable proof), one letter grade will be deducted from the student's final average, down to and including a final grade of "D."

VERIFIABLE EXCUSES ARE NOT RETROACTIVE TO THE FIRST FOUR ABSENCES.

"Verifiable Excuses"

For the purposes of this course, a verifiable excuse is a document that:

- contains the absentee's name and reason/description for the absence
- a phone number which the instructor can (and will) call to contact a party noted on the document
- and meets one of the following three criteria:
 - University-related: Some students are on scholarships and/or grants-in-aid overseen by the university. The acceptance of such scholarships and/or grants-in-aid may require participation in events both on and off campus. Additionally, students occasionally are required to miss class because of participation in co-curricular activities, such as class trips, that the faculty members note on their syllabi. The student must discuss these activities with the instructor well in advance of their occurrences **IF DUE DATES FOR ANY ASSIGNMENTS OR TESTS ARE PENDING.**
 - Illness-related absences: These require documentation of a visit to a medical professional, complete with contact information for that professional's office.

- Mortality-related absences: These require documentation that can serve as proof of the mortality, complete with contact information for a third party who can verify the mortality (e.g., a funeral home bulletin, death certificate, etc.).

After reviewing the reason for the absence, the instructor at his/her discretion may allow the student to make up the graded work missed.

IMPORTANT MISCELLANEOUS PRINCIPLES

Student work schedules are entirely irrelevant to fulfillment of course attendance requirements.

Students have four ways to contact the instructor (phone/voice mail, e-mail, office hours, or a note under his office door). They are fully expected to utilize any or all of them if the need arises for absence notification.

POLICY 2: BE ON TIME.

TARDINESS

Student Tardiness & Early Exits

Students will arrive in advance of the beginning of the class session. Late arrivals are disruptive, inconsiderate, and unprofessional. The instructor may make arrangements for delinquents, but is not obliged to do so. If roll is checked, students who are not present after roll check will NOT be counted as present for that class period and will be given an absence. **NO WARNINGS WILL BE GIVEN!**

Once class begins, students arriving late will be required to stand at the front of the classroom until roll is taken before being permitted to take their seats. Students not cooperating will be immediately dismissed from the class session and asked to drop the course.

Students will not leave class before its conclusion. Early departures are disruptive, inconsiderate, and unprofessional. The instructor may make arrangements for an individual's early dismissal under some circumstances, but is not obliged to do so. If roll is taken, those not present at the conclusion of the classroom session will NOT be counted as present for that class period and will be given an absence. Any student who submits any assignment and leaves class before its conclusion without prior arrangement with the instructor shall receive a zero (0) for the assignment and an absence. **NO WARNINGS WILL BE GIVEN!**

Professor Tardiness

As a matter of professionalism, practicality, courtesy, and fairness, students should expect the instructor to arrive in advance of the beginning of class. However, in the event that extraordinary circumstances beyond the instructor's control cause him to be tardy for the prompt beginning of class, students are expected to wait up to 15 minutes for his arrival.

IMPORTANT MISCELLANEOUS PRINCIPLES

Student work schedules are entirely irrelevant to fulfillment of the course obligation to attend class punctually.

Students have four ways to contact the instructor (phone/voice mail, e-mail, office hours, or a note under his office door). They are fully expected to utilize any or all of them if the need arises for tardiness.

POLICY 3: BE PREPARED.

SECURING INSTRUCTIONAL MATERIAL DUE TO ABSENCE

Occasionally the instructor will provide students with instructional material not found in the text. If a student is absent, he/she is expected to acquire the supplemental materials and any needed class notes from a classmate or from the course web page (if applicable), **NOT** from the instructor! Some supplemental materials and class outlines may be placed on-line for student access. Students are strongly urged to exchange contact information with several classmates for the purpose of securing knowledge about missed class sessions.

IMPORTANT MISCELLANEOUS PRINCIPLES

Student work schedules are entirely irrelevant to fulfillment of all course work obligations.

Students have four ways to contact the instructor (phone/voice mail, e-mail, office hours, or a note under his office door). They are fully expected to utilize any or all of them if the need arises for coursework questions.

Students are expected to regularly check their MSU e-mail accounts, as this will be a primary method of instructor-to-student communication.

Students are expected to monitor the course web site for any changes.

POLICY 4: FOLLOW DIRECTIONS.

DROPPING THE COURSE

Instructor Drop*

Students are not automatically dropped for non-attendance. Failure to properly drop or withdraw will result in F grade(s).

If a student does not attend by the second class meeting of a semester or summer session, and has not informed the departmental office of the intent to remain in the course, the instructor may institute proceedings to drop the student from the class. (This is generally done only when the space is needed for another student.) A faculty member may not institute drop proceedings after the second week of class. **A student cannot drop a course merely by not attending classes.** The student who is dropped by the instructor will be notified of such action by the Registration Center.

Dropping Procedures*

It is your responsibility to understand the University's procedure for dropping a class. If you stop attending this class but do not follow proper procedure for dropping the class, you will receive a failing grade and will also be financially obligated to pay for the class. To drop a class anytime after the first week of classes, you must complete and turn in a drop slip at an authorized registration center (see <http://www.missouristate.edu/recreg/chnsched.html>). **You do not need to obtain any signatures on the drop slip.** It does not need to be signed by your instructor, your advisor, or a department head. If you wish to withdraw from the University (i.e., drop all your classes), contact the Registration Center, Carrington 320, 836-5522.

CLASS CONDUCT

All students are expected to conduct themselves in a manner becoming adults and aspiring professionals. They are expected to take their assignment, class attendance, and class participation seriously.

Students will not converse among themselves during class except when instructed to do so. When a student creates a disturbance in the classroom, the instructor will either ask the student to desist immediately or speak to the student at the conclusion of class. If the disturbances persist, the instructor retains the right to dismiss the student from the class meeting.

In the opinion of the instructor, the classroom is a pre-professional environment in which students are to be prepared for entry into the working world where professionalism is an absolute necessity, including professionalism in dress. Additionally, he feels obligated to monitor the progress of each student during class time through the establishment of eye contact. Furthermore, he is obligated to all students to see that in-class tests are administered fairly by eliminating obvious avenues of temptation for dishonesty. Accordingly, caps, hats, visors, sunglasses, do-rags, or other accessories that are worn on the head and/or shield the eyes from the view of the instructor will not be worn during any class session without expressed instructor permission in very rare exceptional instances.

Students are responsible for procuring required course textbooks and all other relevant course materials necessary to complete all assignments.

Class Disruption*

The course instructor has original jurisdiction over his/her class and may deny a student who is unduly disruptive the right to attend the class. Students are expected to master the course content in compliance with the syllabus of the course instructor. The student is expected to comply with all reasonable directives of the course instructor. The course instructor may have a student administratively withdrawn from a course upon showing of good cause and with the concurrence of the department head. The appeals process in case of such administrative withdrawal shall be as stated in the academic regulations under "Grade Re-evaluation Based on Performance" at <http://www.missouristate.edu/recreg/graderev.html> .

Cell Phones^

As a member of the learning community, each student has a responsibility to other students who are members of the community. When cell phones or pagers ring and students respond in class or leave class to respond, it disrupts the class. Therefore, the Office of Academic Affairs prohibits the use by students of cell phones, pagers, or similar communication devices during scheduled classes. All such devices must be turned off ~~or put in a silent mode~~ and cannot be taken out during class. At the discretion of the instructor, exception to this policy is possible in special circumstances.

The wording stricken above was done so by the instructor for this course, who, in alteration of this policy, forbids that the cell phones be powered on in any form whatsoever.

Sanctions for violation of this policy are determined by the instructor and may include dismissal from the class – see Class Disruption (<http://www.missouristate.edu/recreg/classdis.html>). In testing situations, use of cell phones or similar communication devices may lead also to a charge of academic dishonesty and additional sanctions under the *Student Academic Integrity Policies and Procedures* (<http://www.missouristate.edu/acadaff/AcademicIntegrity.html>).

There are two appeal processes available to students. A sanction for class disruption may be appealed using the appeal process stated in the Class Disruption policy; however, a violation that involves a charge of academic dishonesty must be appealed using the process described in the *Student Academic Integrity Policies and Procedures*. Students have the right to continue attending class while an appeal is in progress.

SUBMITTING WORK

Academic Dishonesty*

MSU is a community of scholars committed to developing educated persons who accept the responsibility to practice personal and academic integrity. You are responsible for knowing and following MSU's student honor code, *Student Academic Integrity Policies and Procedures*, available at <http://www.missouristate.edu/acadaff/AcademicIntegrity.html> and also available at the Reserves Desk in Meyer Library. Any student participating in any form of academic dishonesty will be subject to sanctions as described in this policy.

Deadlines

ALL assignments must be completed by the dates specified in the course calendar. Without **PRIOR ARRANGEMENT**, work submitted past the specified deadline will receive a grade of zero (0). Except for in-class assignments, all assignments, **REGARDLESS OF THEIR TARDINESS**, must be turned in to the instructor and must be completed in the required format! If assignments are not received, the student will receive a grade of "I" which will not be changed until the work is submitted in proper format to the satisfaction of the instructor.

Make-up Work

In certain cases, and **SOLELY AT HIS DISCRETION**, the instructor will make arrangements for those students to make up graded work that takes place during those necessary absences. The time, location, and nature of the make-up work will be at the discretion of the instructor. If required, documentation will be provided to instructors by students. Due dates for projects are given well in advance, so students are expected to turn in work prior to any foreseen absence or immediately upon their return.

Students or groups will not be allowed to submit work for credit greater than zero (0) after the established make-up deadlines except in cases deemed extraordinary by the instructor. The student is obligated to inform the instructor of extraordinary circumstances as early as possible. Without prior or immediate notification, **NO** consideration for extraordinary circumstances will be given by the instructor, who is not obliged to make special arrangements.

Important Miscellaneous Principles

All work is due at the beginning of class. Without prior arrangement for late submission, work submitted after the beginning of class will not be accepted for credit. **NO EXCEPTIONS WILL BE MADE!**

Other than in-class tests, all work submitted must be typewritten. Hand-written work will **NOT** be accepted. **Any hand-written work submitted will be given a grade of ZERO (0) and not permitted to be resubmitted.**

If comprised of more than one page, ALL work submitted must be stapled! **Any work not stapled will receive an automatic deduction of 11%. PAPER-CLIPPED AND DOG-EARED SUBMISSIONS WILL RECEIVE THE SAME 11% AUTOMATIC DEDUCTION. DO NOT ASK THE INSTRUCTOR TO BORROW A STAPLER.**

Students have four ways to contact the instructor (phone/voice mail, e-mail, office hours, or a note under his office door). They are fully expected to utilize any or all of them if the need arises for course content questions.

Students must submit all questions and concerns about returned work to the instructor **IN WRITING** within one week of receiving it in order to obtain feedback not given directly on the graded assignment, orally by the instructor in class, and/or in mass distribution.

GROUP ASSIGNMENTS

Since a percentage of this course involves group assignments, students will be responsible for the

submission and/or presentation of work as a unit. The entire group is responsible for the complete execution of all group assignments. Missing parts of written work or presentations due to individual negligence or absence may affect the project grade for the entire group. Therefore, groups are encouraged to have alternative plans and capabilities for dealing with negligence or absence on the part of individuals.

PRIVACY POLICY*

In compliance with university and federal regulations, without specific university directive, the instructor is not permitted to discuss a student's course status or grade with any third party, including parents, guardians, or relatives.

The Family Educational Rights and Privacy Act of 1974 (FERPA) affords eligible students certain rights with respect to their education records. Among them is the right to consent to the disclosure of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.

One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interest. A school official is a person employed by the University; a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another university official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his/her professional responsibilities. Upon request, the University discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

Student-athletes' grades will be provided to coaches, athletic department personnel, and/or any university official upon request.

Students will NOT receive grades via e-mail, telephone, fax or posting AT ANY TIME.

STATEMENT OF NONDISCRIMINATION*

MSU is an equal opportunity/affirmative action institution, and maintains a grievance procedure available to any person who believes he or she has been discriminated against. At all times, it is your right to address inquiries or concerns about possible discrimination to Jana Estergard, Equal Opportunity Officer, Siceluff Hall 296, (417) 836-4252. Other types of concerns (i.e., concerns of an academic nature) should be discussed directly with your instructor and can also be brought to the attention of your instructor's Department Head.

DISABILITY ACCOMMODATION*

To request academic accommodations for a disability, contact Katheryne Staeger-Wilson, Director, Disability Services, Plaster Student Union, Suite 405, (417) 836-4192 or (417) 836-6792 (TTY), <http://www.missouristate.edu/disability>. Students are required to provide documentation of disability to Disability Services prior to receiving accommodations. Disability Services refers some types of accommodation requests to the Learning Diagnostic Clinic, which also provides diagnostic testing for learning and psychological disabilities. For information about testing, contact Dr. Steve Capps, Director, Learning Diagnostic Center, (417) 836-4787, <http://www.missouristate.edu/contrib/ldc>.

PLEDGE PAGE

COURSE POLICY & CODE OF CONDUCT AGREEMENT

MGT 340 (07, 08)

Fall 2006

Instructor: Dr. Benjamin D. Goss

I, _____, have entirely read and completely understand all information contained in the syllabus for the above named course, term, and instructor.

Specifically, I understand the following:

- that I make an explicit pledge that all work submitted shall be original and of my own creation, and that any work discovered not to be will severely jeopardize my grade, my standing in this course, and my standing at Missouri State University
- the attendance and tardy policies as contained in the syllabus
- that I am to monitor the course web site and check my e-mail daily for updates and/or announcements, as this will be a primary means through which the course instructor will be communicating with me from time to time
- that I must read the articles that are distributed in class and/or posted on the website, as they may be material from which test questions are derived
- that this course involves a great deal of assigned work overall as compared to some courses
- that I must submit all questions and concerns about my work to the instructor **IN WRITING** within one week of receiving it in order to obtain any feedback not given directly on the graded assignment, orally by the instructor in class, and/or in mass distribution

By my signature, I agree to abide by the policies and procedures it contains. I further understand that my failure to do so may affect my grade or delay the posting of it.

Student signature

Date

Confirmed: _____
Benjamin D. Goss, Ed.D.
Instructor, MGT 340 (07, 08)
Fall 2006