MGMT 4420: Organizational Behavior in Business
Section 002: Tues/Thurs 7:10-8:35 pm, FCB Room 381

Professor      Dr. Carol Danehower, vdanehwr@memphis.edu
               Associate Professor of Management
               Faculty Office  317 BB, Phone 901 678 2751
               Department of Management, 202 BB, Phone 901 678-4551

Office Hours   MW 11:00 -12:30; 6:00-7:00 pm and by appointment

Textbook
The required textbook is Understanding and Managing Organizational Behavior.
ISBN 9780132394574

Text website is URL:  http://www.prenhall.com/george

Additional readings to supplement the textbook may be required. I will direct
you to online resources whenever possible.

The movie Remember the Titans will be used as a “case” example throughout
the semester. The movie will be shown once during the second week of class,
but you should make arrangements to rent this movie or somehow watch it at
least once during the first 3 weeks of the semester. You may also be required to
view additional films (movies) as a part of the course materials/assignments.

Please become familiar with the University of Memphis eCourseware learning
system. I am new to this environment but this semester I will be learning and
taking advantage of this teaching tool as much as possible. You are probably
familiar with this system due to its use in other classes, but if you are not…you
may access it through your “My Memphis” portal online or through the
eCourseware quicklink on the University homepage. Assistance with the system
if offered through the Advanced Learning Center, http://www.memphis.edu/alc/

I am teaching two sections of this course (one day, one evening) but students
may not switch sections in terms of attendance or taking exams, etc. due to the
nature of the way the class is structured. You may not receive credit for all of
your work if you do this.

Course Description and Objectives

The purpose of this course is to help you better understand how individuals and
groups work in organizations and ultimately to improve your understanding and
skills in working with people and projects in all types of organizations. The
study of the field of organizational behavior (through lectures, readings, reflections, discussions inside and outside of class, etc.) should help you more accurately and effectively describe, understand, analyze, and predict employee, co-worker, manager, behavior.

An emphasis of this course is experiential and reflective learning. The concepts, theories and models that we will study are most important and will be most useful to you if you attempt to apply them in your understanding of yourself, organizations and situations you have experienced in the past and at present. A thorough and clear understanding of the application of the concepts during the course will enable you to learn and retain MUCH MORE and use this knowledge toward your future success.

**Prerequisites**
This course is required for all Management majors. Students must be approved to take upper division courses and must have already successfully completed MGMT 3110-Organization and Management or the equivalent. These are both necessary conditions for the class; if you have not satisfied these prerequisites you will be administratively dropped from the course. If you have any questions about this please talk with me during the first week of class.

**Course/Classroom Processes and Policies**
This class will be conducted with some combination of lecture, class discussion, small group discussion, participatory exercises, and in-class completion of group assignments. Attendance is not mandatory but it is noted by the professor particularly when group assignments are done in class. Poor class attendance will affect a student’s “class participation” grade and may affect the peer evaluation grade. If you miss class, you should obtain notes or discuss what occurred in class with your classmates.

While there will be much team and group work in this class, students will be assessed at the individual level and each student will be expected to contribute as required to group assignments.

Reading assignments will be indicated on the final course outline, on eCourseware, and reiterated in class at the end of the previous class period. Students are expected to complete the readings prior to class; I may assign additional impromptu writing/thinking assignments during the previous class and students will be expected to complete those assignments as well. Failure to do so (as indicated by inability to participate in discussion, incomplete work turned in, etc.) will negatively affect the “class participation” grade in the class.

As I indicated earlier, I am new to the eCourseware system so I will be experimenting and explaining to you the functions of this system that we will be
using as the semester progresses. I do know for sure that I will attempt to keep course announcements on the “News” section updated and current, and I will not hesitate to email the class as a whole, class groups, etc. and use eCourseware postings regularly. Please utilize the email function of eCourseware to email me within the software environment rather than utilizing my UM email address. This guideline will help me us all become more familiar with the system and will also be a better way of keeping track of class-related communications.

Classroom misconduct or cheating will not be tolerated. Please refer to the University of Memphis student handbook at http://saweb.memphis.edu/judicialaffairs for university policies on unethical behavior. I will not hesitate to enforce these policies.

**Course Requirements and Grading**

Your performance in this class will be evaluated on the basis of individual and group class participation, your performance on three exams and a final exam, and your performance on individual and group written assignments and presentations. Point breakdown is as follows:

- **Exam 1** 50 pts
- **Exam 2** 100 pts.
- **Exam 3** 100 pts.
- **Final Exam** 100 pts.
- **Group project/presentation** 100 pts.
- **Self Assessment Part 1** 30 pts.
- **Self Assessment Part 2** 20 pts
- **Experience Analysis Reports** 100 pts
- **Class and Group Participation** 50 pts.
- **TOTAL POINTS** 650 pts

Exams may be a combination of multiple choice, short answer, identification/definitions, and essay and will be completed in class and at the designated final exam time. Due dates for written assignments and projects will be announced in class on the first class period of the semester. If these due dates change for whatever reason, I will make an effort to notify students with as much advance notice as possible.

Tentatively, exams will all be in-class, closed book. Depending upon class progress, I may utilize open book or take-home exams. The format of the exams will be announced in advance. Written assignments will be turned in online via eCourseware. Late assignments will be penalized, possibly by as much
as the equivalent to a letter grade, except for extreme circumstances as deemed reasonable by me (the professor). Make-up exams will only be given under extreme circumstances and may be in a different format (essay) than the exam taken by other students.

Grades will be determined using the following scale applied to the TOTAL POINTS earned by the student at the end of the semester. Generally, the plus/minus system will NOT be used except in rare circumstances on the “plus” side.

90-100%  A  
80-89%  B  
70-79%  C  
60-69%  D  
Below 60  F  

The class will be divided into groups (for purposes of discussion and the group assignment) during the second week of class. Discussion groups may be “mixed up” for different assignments as the semester progresses.

ASSIGNMENTS

Self Assessment and Development:  Part 1  30 pts.

A. The first part of this assignment is simple and straightforward. Complete the Profile section on the eCourseware system and some additional questions no later than noon on Thursday, January 21, 2010.

The additional information required/questions to answer in this first written assignment are the following:

- Contact information that you may not have shared in the profile section of eCourseware
- Major, expected semester of graduation
- Other colleges/universities you have attended
- Brief description of employment situation (PT or FT, brief position description, name of company/organization, etc.); if you are not working now and have previously, describe previous situation. If you do not have any work experience but have significant volunteer or non-work organizational experience, describe that activity.
- Organizations or groups to which you belong or in which you have been active (this class is about behavior in organizations, that’s why this info is relevant!)
- Career Goal(s): What do you hope to attain next, after graduation? Please describe.
B. If you have not already done so, register with the University of Memphis Career Services Office by signing up for both E-Recruiting and CareerBeam. Actually utilize at least one of the services associated with this office (the E-Recruiting job search, one of the assessments or exercises offered on CareerBeam). Describe the activity you completed. This activity must be completed and description submitted no later than 8:00 AM, Weds, March 10, 2010.

C. Submit your resume (utilizing either the resume assistance tools from CareerBeam OR the resume you completed for MGMT 3510). Deadline for submission of resume is 8:00 AM Weds. March 10, 2010.

Self Assessment and Development: Part 2 20 pts.

The main purpose of this assignment is to encourage your thinking about and understanding of your cognitive style as indicated on the Keirsey Temperament Sorter (KTS-II). All students will be required to complete the Keirsey Temperament Sorter online at http://www.keirsey.com/aboutkts2.aspx. If you have taken the Myers-Briggs Type Indicator in a previous class or setting, you may use those results for this assignment.

From the website, read “About the KTS-II” and the information on the 4 basic temperament groups; “About the Four Temperaments”, Overview, and information about each temperament, with the focus being on your temperament as indicated on the sorter.

The written portion of this assignment should be approximately 3 pages typed DS. In this brief paper you should discuss the following: (1) a brief description of your type and temperament; (2) does this temperament fit you or not, citing specific examples....examples are important here....; (3) a listing of the types/temperaments of your group members; and (4) speculate on the impact that the similarities and differences of the combinations of temperaments in your group might have on your group performance.

This assignment is due no later than noon on Friday, January 29.

Experience Analysis Reports: AHAs 5 @ 20 pts = 100 pts

In this class we will be studying, reading about, and discussing theories and models that are proposed to explain why individuals and groups exhibit behaviors (both functional and dysfunctional) in organizations. Much of what we study, I hope, will have immediate relevance to your present and future daily work life. In other words, it is likely that you will be either a participant or an observer in some of these theories or models "in action". Or, your newly found knowledge of organizational behavior will allow you to reflect upon and have
better insight into some of your past experiences. I am hoping that you will easily be able to say “so that is what was going on then…..” or something like “AHA! Now I understand why that situation was such a disaster….Or “WOW, I always knew that she was a good manager, and that theory explains exactly what it is that she does so well.....”

I want you to be able to see how these theories can be applied in organizational settings (don’t worry if you have not had much work experience, I am counting on the fact that you have participated in many different organizations since elementary school). Theories without application are not very valuable to you...so I want to be sure that you attempt to apply the theories and concepts we will discussing in class by requiring you to think and write about FIVE different instances of application. These examples should be about 3 typed pages. You should describe the incident, situation, behavior, person, etc. in enough detail so that I can understand what is or was going on. Then, you should indicate EXACTLY what concept/theory/model your experience is illustrating and HOW it is working or how it applies to the situation. DO NOT spend most of your discussion merely describing the situation. The value is in the appropriate application of the theory.

The first “AHA” is due no later than noon, Friday, Feb. 26. The final 4 reports are due no later than noon, Friday, April 9.

**Group Project/Presentation 100 pts.**

The purpose of this assignment is (1) to give you an opportunity to apply the course concepts of group dynamics and teamwork in real-time and (2) to supplement the class’s learning and specifically application of course material and concepts by film/movie clips selected and presented by groups in class.

This assignment will be explained in detail during the second week of class.
### Tentative Course Outline

**MGMT 4420-002**  
**T/R 7:10-8:35 PM Room 381**

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>Reading Assignment (# = text chapter)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/19</td>
<td>Introduction to course and the study of organizational behavior, 1</td>
<td></td>
</tr>
<tr>
<td>1/21</td>
<td>Showing of film <em>Remembering the Titans</em>, which will serve as a “case” for discussion, examples, assignments throughout the semester (students from both sections of class will be invited to attend).</td>
<td></td>
</tr>
</tbody>
</table>
| 1/26 & 28 | **Module 1: The Individual**  
Individual differences and personality; MBTI and Keirsey Temperament Sorter; Values and Attitudes 2, 3; [http://www.keirsey.com/aboutkts2.aspx](http://www.keirsey.com/aboutkts2.aspx).  
From the website, read “About the KTS-II” and the information on the 4 basic temperament groups; “About the Four Temperaments”, Overview, and information about each temperament, with the focus being on your temperament as indicated on the sorter. |  |
| 2/2 & 4 | Perception, Attribution, and Management of Diversity 4; outside readings on cultural differences, sexual harassment issues in the workplace |  |
| 2/9 | **EXAM 1** |  |
| 2/11 | **Module 2: Performance Motivation**  
5, 6 |  |
| 2/16 & 18 | Performance Motivation  
5, 6, 7 |  |
| 2/23 & 25 | Performance Motivation and Techniques  
5, 6, 7, 8 |  |
| 3/2 | Motivation and Communicating Effectively  
5, 6, 7, 8, 14  
Outside reading on performance appraisal communication |  |
| 3/4 | **EXAM 2** |  |
3/9 & 11  SPRING BREAK

3/16 & 18  **Module 3: Organizational Dynamics**
Group Dynamics and Teamwork
*10, 11*

Group Dynamics and Teamwork; Group decision making
*10, 11, 15*

3/23 & 25  Leaders and Leadership; Power and Politics, Conflict and Negotiation
*12, 13*

3/30 & 4/1  Leadership Challenges
*12, 13*
Outside readings on contemporary leaders

4/6  EXAM 3

4/8  **Module 4: The “macro” perspective**
Organization Structure, Design, and Culture
*16, 17*

4/13  Organization Culture and Ethics
*17;
Outside reading

4/15  Group Presentations

4/20 & 22  Group Presentations

4/27  Finish Group Presentations, Review

**Week of May 3**  EXAM 4

**001 (MW 12:40 class)** Weds, May 5, 10:00a - 12noon
**002 (TR, 7:10pm class)** Tues, May 4, 7:00 - 9:00pm

You must take the exam with your class as some material on exams will material specific to the class section.