MGMT 4420 Section 001: ORGANIZATIONAL BEHAVIOR IN BUSINESS
Spring 2016
T, Th 11:20 – 12:45 p.m.; Room: FCBE 119

PROFESSOR
Dr. Robert W. Renn, Ph.D. & Director of Research, Memphis Institute of Leadership Education (MILE)
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Management Department: 678-4551
Email: renn@memphis.edu
Office Hours: T, R: 2:00-4:00 p.m. or by appointment

COURSE PREREQUISITE
Students must be approved to take upper division courses. In addition, they must have passed Management 3110: Organization and Management or have approval from the Chairperson of the Department of Management. Students not satisfying these prerequisites will be administratively dropped from the course.

TEXTBOOK & RELATED MATERIALS

Supplemental Readings/Articles posted on eCourseware

MyManagementLab for Organizational Behavior in Business (included with purchase of required textbook). To access MyManagementLab the course ID: renn42388.

COURSE OVERVIEW
This course explores individual and group behavior within work organizations. Drawing from a variety of behavioral science disciplines, this course helps students understand, describe, and manage human behavior at work. The course emphasizes knowledge about work behavior derived from the scientific approach, and how such knowledge can be used to improve individual, group, and organizational effectiveness with evidence-based management. A sample of the course's topics include personality and work behavior, work attitudes, self-defeating work behavior, work motivation, goal setting, group behavior, leadership, organizational structure and design, and organizational change.

COURSE OBJECTIVES
1. To create an interest in and develop an awareness of OB.
2. To introduce students to the theories, concepts, principles, and terminology of OB.
3. To provide students the opportunity to develop, explore, and experiment with using knowledge of OB to more effectively manage others and organizations.

Learning outcomes for the BBA degree:
http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf
**General Methodology.** I use several methods to teach OB, including lectures, class discussions, class exercises, and group projects. In a typical class session, I discuss key concepts and points of assigned readings, and elaborate on the relevance of the concepts to understanding and managing OB. During my discussions, I encourage you to discuss your insights from personal experience that relate to the day’s topic, ask questions about the material being covered, and inquire about the managerial implications of the topics. In addition to class lectures and discussions, I use class exercises to examine various topics in OB. Finally, to teach you about working in teams, I use a semester-long team project that focuses on researching and discussing recent developments in OB.

**Student Class Preparation.** You are responsible for preparing for each class. You should read the assigned material before coming to class. I recommend about 1-2 hours of outside study time for each hour of classroom time. This weekly class preparation time does not include study time for exams or time needed for the group project.

**Professor Expectations: Professionalism, Ethics, Honesty, and Discipline.** The Fogelman College of Business and Economics has initiated a Professionalism Program that emphasizes education, ethics, polish, health, and community orientation (see page 7 of this syllabus). I strongly endorse this new program and encourage students to join with the college in achieving these highly admirable qualities. Ethical guidelines that you will be expected to follow in this course include: 1. **Honesty** on exams, assignments, and interactions with your professor and fellow students, 2. **Respect for others** in this class, 3. **Fairness** in dealing with fellow students, and 4. **Personal responsibility for excellence** for preparing and doing a good job on exams, assignments, and team work. You are required to do your own work on all assignments and exams, and you are expected to behave in an orderly manner. Academic dishonesty, unethical, and disruptive behavior will not be tolerated.

Refer to [http://saweb.memphis.edu/judicial_affairs/](http://saweb.memphis.edu/judicial_affairs/) for university policies on unethical behavior and disruptive behavior. (See last page of this syllabus for descriptions of unacceptable disruptive classroom behavior)

**You may not video or voice record my lectures or borrow my lecture notes.** You may use laptops for note taking, but you may not use computers or smartphones for texting, surfing the Internet or Facebooking, etc. during class. I reserve the right to change this policy if students violate the rules of using laptops during class for academic purposes only.

**Professor’s PowerPoint Slides.** Class PowerPoint slides are for each registered student’s use in the course. Because many of the class PowerPoint slides are protected by the textbook publisher’s copyright, they may not be reproduced or transmitted to any other parties (websites, institutions, other individuals).

**Stow your smartphones** in your book bag, pocket, purse etc. before class begins and set them to silent mode. Your smartphone may not be on the desktop during class, and there may be no texting during class.

Once class begins, **do not make unnecessary departures from the classroom or walk around in the classroom.**

**Turning in Assignments and Plagiarism.** You must turn in all assignments on the dates specified by the class schedule or as officially amended by the professor. Unless you have special extenuating circumstances, late assignments will not be graded and will receive a grade of 0. All assignments will be scanned by TurnItIn Integrity software to ensure originality and to detect plagiarism. Plagiarism by any student in this class will at a minimum result in a grade of 0, “F” on the assignment. “All your written work may be submitted to Turnitin.com, or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you may be required to submit electronic as well as hard copies of your written work, or be given other instructions to follow. By enrolling in this course, you agree that all assignments may undergo this review process and that the assignment may be
included as a source document in Turnitin.com's restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the instructor may be penalized or may not be accepted at all.” (University of Memphis Office of Legal Counsel, October 17, 2005)

**Class Attendance & Behavior.** Participation is part of your course grade. If you are absent you cannot participate in the class and will not earn participation points. To earn participation points, you must actively engage in class discussions, class exercises, and group work. Therefore, I strongly encourage class attendance. If you are absent from class, it is your responsibility to keep up with the material and changes in the class schedule.

**Tardiness.** Arrive to this class on time. Arriving late to this class (i.e., tardiness) will be assessed against your participation grade.

**Development Opportunities and Contact Information:**
The Complete Professional Program – Ms. Kathy Tuberville (kuberville@memphis.edu)
MILE Program - Dr. Bob Taylor (rrtaylor@memphis.edu)
SHRM Student Chapter - Dr. Carol Danehower (vdanehower@memphis.edu)
Toastmasters - Dr. Kimberly Keef (kkeef@memphis.edu)
Business Etiquette program - Dr. Barbara Davis (bdavis@memphis.edu)
Resume Development - Ms. Latoya Chavers (ldchavers@memphis.edu)

**Student Requests for Disability-Related Accommodations.** Reasonable and appropriate accommodations will be provided to students with disabilities who present a memo from Disability Resources for Students (DRS). Students who request disability accommodations without a memo are referred to DRS (110 Wilder Tower; phone: 678-2880).

**Tests.** There will be 3 tests. The tests and will consist of True/False and Multiple Choice questions. *You must take all tests on the scheduled days and times.* Only under grave circumstances will make-up tests be administered. Students must obtain verbal or written permission from me prior to missing a test or exam to be eligible for a make-up exam. Students not taking a test during its scheduled time *without prior approval from the professor will earn a zero (0)* for that test or exam. If you are approved for a make-up test, the make-up tests will consist of essay questions unless stated otherwise by the professor.

**Current Topic in OB Project.** Student teams will be required to prepare and present a current topic in organizational behavior project. This team project consists of research, analysis, and critique of a relatively new development in managing organizational behavior. You will receive a handout that explains this project in detail.

**Managerial Skills Assessment Journal.** During the semester you will complete several questionnaires that assess your managerial skills, such as managerial strengths, managerial weaknesses, personality, emotional intelligence, time management, and resistance to change. Your assignment is to create a journal that includes these assessments and turn the journal in at the end of the semester. The managerial skills assessment journal will contain the results of the questionnaires, your written summary of questionnaire results, insights you gained from completing the questionnaires with respect to your management development, and action plans for improving managerial weaknesses. The instructions for this assignment and an EXCEL spreadsheet with the questionnaires are posted on eCourseware.

**Self-Management Study Plan.** As part of our coverage of organizational goal setting, students are required to prepare a self-management study plan. You will receive a detailed handout on how to complete this assignment. The assignment requires you to prepare a goal setting plan with specific challenging grade goals, clear plans for attaining the grade goals, and a description of how you will overcome self-defeating behaviors like procrastination in order to attain the grade goals.
**Class Participation.** Class participation counts for 5% or 5 points of the student’s final grade.

**Extra Credit.** You may earn up to a maximum of 5 points of extra credit by making a 5-10 minute individual presentation on an article about OB from a journal, newspaper or magazine. Each presentation should include at least 1 PowerPoint slide and can earn up to 1 extra-credit point.

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### TENTATIVE CLASS SCHEDULE

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<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Chapter</th>
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<tbody>
<tr>
<td></td>
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<td><strong>Part I: Introduction to the Course</strong></td>
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<tr>
<td>Jan 19</td>
<td>T</td>
<td>Course Orientation</td>
<td>NA</td>
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<td>21</td>
<td>R</td>
<td>Team Formation/Discuss Team Project</td>
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<td><strong>Part II: Introduction to the Field of OB</strong></td>
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<tr>
<td>26</td>
<td>T</td>
<td>What is Organizational Behavior?</td>
<td>CH 1</td>
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<td>28</td>
<td>R</td>
<td>Research in Organizational Behavior</td>
<td>Appendix</td>
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<td>Feb 2</td>
<td>T</td>
<td>Teamwork on Current Topic Project</td>
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<td><strong>Part III: Individual Behavior and Work Motivation</strong></td>
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<td>4</td>
<td>R</td>
<td>Personality and Values</td>
<td>CH 4</td>
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<td>9</td>
<td>T</td>
<td>Attitudes &amp; Job Satisfaction</td>
<td>CH 2</td>
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<tr>
<td>11</td>
<td>R</td>
<td>Teamwork on Current Topic Project (Topic selection)</td>
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<tr>
<td>16</td>
<td>T</td>
<td>TEST 1 (Chapters 1, 2, 4, Appendix, Lectures)</td>
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<tr>
<td>18</td>
<td>R</td>
<td>Self-Defeating Work Behavior Part I</td>
<td>assigned reading</td>
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<tr>
<td>23</td>
<td>T</td>
<td>Self-Defeating Work Behavior Part II</td>
<td>assigned reading</td>
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<tr>
<td>25</td>
<td>R</td>
<td>Motivation Concepts Part I</td>
<td>CH 5</td>
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<tr>
<td>Mar 1</td>
<td>T</td>
<td>Motivation Concepts Part II</td>
<td>CH 5</td>
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<tr>
<td>3</td>
<td>R</td>
<td>Expectancy and Self-Efficacy Theories</td>
<td>CH 5</td>
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<tr>
<td>8</td>
<td>T</td>
<td>Spring Break</td>
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<td>Spring Break</td>
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<tr>
<td>15</td>
<td>T</td>
<td>Teamwork on Current Topic Project</td>
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**Part IV: Groups & Leadership at Work**

|       | 17  | R                                                       | CH 7    |
|       |     | Foundations of Group Behavior Part I                    |         |
| 22    | T   | Foundations of Group Behavior Part II                   |         |
| 24    | R   | Teamwork on Current Topic Project                       |         |
| 29    | T   | TEST 2 (Assigned readings for SDWB, Chapters 5 & 7, Lectures) |         |
| 31    | R   | Introduction to Leadership                              | CH 9    |

**Part V: Organization Change**

|       | 14  | R                                                       | CH 10   |
|       |     | Organization Change                                     |         |
| 19    | T   | Team Project Presentations                              |         |
| 21    | R   | Team Project Presentations                              |         |
| 26    | T   | TEST 3 (Chapters 9 & 10, Assigned readings, Lectures)   |         |
| 28    | R   | Study Day (no class)                                    |         |

*Date Day Topic Chapter*

Mar 10 R Spring Break

15 T Teamwork on Current Topic Project

**Part IV: Groups & Leadership at Work**

17 R Foundations of Group Behavior Part I CH 7

22 T Foundations of Group Behavior Part II CH 7

24 R Teamwork on Current Topic Project

29 T TEST 2 (Assigned readings for SDWB, Chapters 5 & 7, Lectures)

31 R Introduction to Leadership CH 9

Ap 5 T Charismatic/Transformational Leadership CH 9

7 R Leadership Ethics and Mentoring CH 9

12 T Teamwork on Current Topic Project

**Part V: Organization Change**

14 R Organization Change CH 10

19 T Team Project Presentations

21 R Team Project Presentations

26 T TEST 3 (Chapters 9 & 10, Assigned readings, Lectures)

28 R Study Day (no class)

May 5 R Managerial Skills Assessment Journal Due by 10:00 a.m.

1 I reserve the right to alter this class schedule, tests, and other assignments as circumstances dictate. All changes will be announced in class. Students not attending class are responsible for obtaining this information. Students enrolled in this course agree to abide by the class schedule, policies, and course grading set forth in this syllabus.
### COURSE GRADING & EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Percentage Value</th>
<th>Criteria</th>
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<tbody>
<tr>
<td>Tests</td>
<td></td>
<td>*Current Topic Project</td>
<td>20%</td>
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<tr>
<td>1</td>
<td>17.5%</td>
<td>Participation</td>
<td>5%</td>
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<td>2</td>
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<td>3</td>
<td>20%</td>
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<tr>
<td>Self-Management</td>
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<tr>
<td>Study Plan</td>
<td>7.5%</td>
<td>Extra Credit (maximum)</td>
<td>5 points</td>
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**Managerial Skills Assessment Journal** 10%**

**Grade Scale:** A=100-90; B=89-80; C=79-70; D=69-60; F=59-0

*Each student’s performance on the team project and team exercises and discussions will be evaluated by his/her team members at semester’s end with a performance appraisal form. The average team rating of each student’s performance will be used to determine the credit each student receives on the team project, team exercises, and team discussions.

**Managerial Skills Assessment Questionnaires in EXCEL spreadsheet to be included in your journal. The EXCEL spreadsheet is located on eCourseware, along with examples of competed journals.

1. Personality: Locus of control (also include your scores from class on Big-Five personality dimensions)
2. Managerial strengths
3. Managerial weaknesses
4. Emotional intelligence
5. Self-management
6. Time management
7. Resistance to change

The managerial skills assessment journal is due the day of the class final exam period but may be turned in (uploaded to Dropbox) before that date.
Examples of Unacceptable Disruptive Classroom Behaviors

Usage of Electronic Devices
• Using cellular phones, text messaging, wearing ear buds/ear phones, iPods, MP3 players, laptops for any reason besides note taking, etc. while class is in session

Unexcused Exits
• Leaving to retrieve a soda or other snack items
• Leaving to engage in a conversation (i.e. person-to-person or by phone)
• Leaving before class is finished for any reason without prior permission from the instructor

Non-Permitted Communication During Classroom Instruction
• Talking while the instructor is talking
• Talking before being recognized by the instructor (i.e. blurting out information)
• Talking without permission during classroom instruction (i.e. side conversations with an individual or in a group)
• Mimicking and/or consistently repeating an instructor’s words

Personal Attacks
• Engaging in abusive or mean spirited criticism of another student or an instructor
• Questioning an instructor’s authority in front of the class
• Continuing to insist on speaking with an instructor during classroom instruction
• Telling an instructor to “shut-up”

Threatening Behaviors
• Verbally abusing an instructor or student (i.e. cursing or extremely loud talking directed at a particular person)
• Threatening to physically harm an instructor or student through verbal or body gestures
• Intimidating through body gestures and/or posture or persistent staring at an instructor or student

Overt Inattentiveness
• Sleeping in class
• Preventing others from concentrating on classroom instruction
• Reading a newspaper, doing homework from another class, eating in class, etc.

Other Distracting Behaviors
• Arriving late to class, especially on test dates
• Persistent Tardiness
• Creating excessive noise from packing up before class has ended
• Dressing inappropriately as to cause other students or instructor to be distracted (i.e. wearing pajamas, indecent exposure, or offensive words on clothing)

1 See policies posted by U of M Office of Judicial Affairs. By enrolling and being a student in the class you agree to abide by the policies stipulated in the syllabus and not engage in disruptive classroom behavior.