Fall 2018  
Course Syllabus  
MGMT 4420-M50 Organizational Behavior in Business  
Dr. Carol Danehower, Associate Professor of Management  

**NOTE:** This course is a 2\textsuperscript{nd} Part-of-Term course, all work for this class starting October 17 and ending at regular semester-end, last assignment due December 10.

**Contact Information**  
The best way to contact me is by UM email vdanehwr@memphis.edu (NOT the eCourseware/eLearn email system) PLEASE use my vdanehwr@memphis.edu address!  
**To be sure I respond quickly to your email, please put MGMT 4420 in the subject line.** I am teaching only online this semester; however, I am always willing to meet up with my online students in person, if that is feasible for you, at my office on campus!

Phone: 901 678 2751 (but email is best to leave me a note and I can call you)  
Office: Fogelman College of Business & Economics Admin Bldg, room 317  
Office Hours: I will be using eCourseware Virtual Classroom for office hours, times TBA.

**Half-Semester Course Format**  
This course is offered in the half-semester format, allowing you to focus your efforts on this topic for the second 7 weeks of the semester, semester starting after Fall Break on October 17 and ending at the regular end-of-semester. To be successful in this format, you must be especially diligent in keeping up with the course Content via the textbook and all materials assigned online EVERY WEEK, according to the prescribed schedule. I have taken great pains to outline the assignments, due dates, reading assignments for each week. PLEASE pay close attention to the course schedule!!
**Course Overview**

From the Undergraduate Bulletin: Evidence-based learning of individual and group behavior and processes in order to improve organizational effectiveness and efficiency; emphasis is placed on the systematic study of personality, work attitudes and motivation, groups and team processes, leadership and organization structure and design. PREREQUISITE: MGMT 3110, 3510

**Pre-Requisites:** MGMT 3110 Organization & Management, MGMT 3510 Business Communication. This course is required for all Management majors for the BBA program in the Fogelman College of Business & Economics. However, the pre-requisites are important for any students, regardless of major, taking this class.

**Required Text**

**M: Organizational Behavior, 4th edition, 2019, McShane/Von Glinow; McGraw-Hill.**

Keeping your textbook costs as low as possible is very important to me. Purchasing the text and reading it is critical to your learning the maximum possible in this class. The text is one paperback book, McShane, S. and Von Glinow, M.A. (2019, 4th ed). **M: Organizational Behavior.** McGraw-Hill Education. ISBN 978-1-259-92767-6. To keep costs down, I am **NOT** using Connect (online resource that requires an access code.) Instead, I am using no-cost online resources as a supplement.

**Course Topics 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 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, and your own behavior. Course material is divided into four modules: 1) Understanding Yourself, the Individuals you Work With, and the Organization you Comprise; 2) Turning Understanding into PERFORMANCE through Motivation, Decision Making & Creativity; 3) Making the Dynamics of Communication, Power & Influence, Workplace Conflict, and Leadership Work in a Positive Direction; and 4) The Big Picture and Pulling it All Together.

Specific reading assignments and learning objectives are indicated for each week. In the Content section of eCourseware, a “Week Overview” is followed by PPT slides, links to additional readings or websites, etc. for the week’s work. This course will emphasize 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 to facilitate your future success.

In the theme of reflective learning, you will be completing self-assessments (noted and located in the weekly modules of eCourseware) each week on your own that will be the topic of your major writing assignment due on December 10.

**Fogelman College Learning Outcomes for your Degree**

This course is designed to help you to meet the overall learning objectives for the BBA degree.

The Fogelman College has established the following learning goals for all students successfully completing the BBA degree:

- Graduates will be effective communicators.
- Graduates will demonstrate critical thinking skills.
- Graduates will be knowledgeable about ethical factors in the business environment.
- Graduates will be knowledgeable about the global business environment.
- Graduates will be proficient users of business presentation and analysis technology.

**Course Methodology: Successfully Navigating this Course and the Semester!**

In this online course much of the learning will be self-managed and self-paced. This has the benefit of accommodating each student’s unique schedule and learning style. Everything will be done fully online and asynchronously (meaning the class will not meet at specific times).

It is important to note that you will have reading assignments every week and almost every single week there is a written assignment or a discussion board due for points that count toward your grade! It is extremely important that you commit to keeping up WEEKLY in this class. I will post at least one NEWS item to start the week off every Monday by 2:00 PM.

In that first NEWS posting and in the Content “Week Overview”, I will be posting details for each week indicating what you should be reading and doing that week, as well as the learning objectives for that week. Again…..being successful in this course requires self-discipline, planning, and paying attention to details. The text readings for this class can be a bit tedious and overly detailed……but it is “IMPORTANT STUFF”. The PPT slides are designed to help you understand the main points of the readings, the most important points that you should be focusing on as you study.
At the risk of being repetitive, I must say: For this course it is critical that you keep up on a weekly basis; the content of this course is cumulative and each week builds upon the previous week.

There are weekly opportunities for discussion on the “All Class” Discussion Boards. These discussion boards are a CRITICAL part of this class, and you will have GREAT difficulty being successful in this class if you do not take these discussion boards seriously. Discussion Board description and details are posted in Course Resources as “Discussion Board Explanation: Please Read!”

Professor’s Expectations of Students

In general, you should assist the instructor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating in all online discussions. This course is designed such that checking in on the course NEWS and CONTENT and completing assignments WEEKLY will maximize your possibility for success!

Student’s Expectations of the Professor

In my role as your instructor, there are certain things you can expect from me including: well-organized and engaging learning experience, response to emails within two (2) business days (if you do NOT get a response back from me during that time, PLEASE re-send the email because that lack of response means that somehow I didn’t receive the email or it was inadvertently overlooked….you can also post a note on the “Hey Dr. D” discussion board), and feedback on all work submitted within 14 calendar days if not sooner. And as I said above.....you can expect a new NEWS post every Monday by 2:00 PM to start off each week. Most weeks I will be making additional posts throughout the week.

Grading and Evaluation Criteria

Over the semester, you will have a variety of opportunities to earn points towards your final (overall) letter grade in this course. This section of the syllabus describes the assessed work you will be doing and how overall (final) letter grades will be computed.

Final Course Grades

Final course grades are earned according to the percent of total points attained, with the following guidelines: 90-100% = A; 80-89% = B; 70-79% = C; 60-69% = D; below 60% = F. I do not use the +/- option.

Your overall grade for the semester is based on how well you perform on a mixture of formal activities including discussions, exams, and writing assignments. A detailed description of each of the assessed activities can be found after the scoring summary table below.
Assignments/Ways to Earn Points
Your performance in this class will be evaluated on the basis of your individual participation in discussion forums, your individual performance on multiple choice chapter quizzes, 3 application essays, and 2 written assignments (one small assignment due at the beginning of the course, an intro “Me in the Bag” and a self-assessment/application paper due at the end of the course). Point breakdown is as follows:

Quizzes (6 @ 75) = 450
Essays (3 @ 40) = 120
Discussion Board Participation (7 @24) = 168
Intro Discussion Board = 12
“Me in the Bag” Written Assignment=40
Self Assessment/Application Paper =130
Total Points Possible = 920

Quizzes will be multiple choice and will be completed online in a timed environment due at a specific posted time. The quizzes will be posted for a period of approximately 4 days and you will be given 35 minutes to complete it. Each quiz will cover 1 or 2 chapters, 25 multiple-choice questions worth 3 pts each.

Essay Exams
Three essay/short answer exams are scheduled every other week. Due dates are posted on the course schedule, and exam questions are posted approximately 3 days prior to the due date.

Schedule of Activities
Weekly activities/assignments and all due dates will be posted in eCourseware each week and are provided at the end of this syllabus.

Course Policies

E-MAIL
All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.
Attendance
Since this is an online class taught asynchronously, there are no scheduled meeting times. Thus, formal attendance will not be taken. However, you are expected to stay active and engaged throughout the academic term and keep up with the schedule of activities. Your full engagement in the class begins on the first day of this short semester and should be maintained until the last assignment is submitted. For students receiving federal student loans, any lack of engagement in the course may be treated as non-attendance and potentially impact access to student loans in the future.

Adding / Dropping
If you have questions about adding or dropping classes, please refer to the Registrar’s website. The last day to drop a class this semester, for 2nd POT courses, is October 30.

Academic Integrity
The University of Memphis has clear codes regarding cheating and classroom misconduct. See the Office for Student Accountability website for more information. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ web page. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College Standards of Academic Integrity (opens in new window).

Participation
To be successful as a student, you must stay active and involved throughout each week of this half-semester course. Students are expected participate in all interactive aspects of the course. You should also regularly communicate with the instructor as part of your overall learning experience, check into the course every Monday and at least once more during the week for announcements (usually on the course home page), and actively participate in threaded discussion events (both formal and informal). You should plan on logging into the course at least three times each week. I will have new postings for the week every Monday by 2:00 PM.

Classroom or Online Behavior
All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you can consult Fogelman College’s Netiquette Website (opens in new window).
Late Assignments

Assignments may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Activity Summary /Schedule” for all due dates for formally assigned work. If your work is not submitted on time, the instructor reserves the option to deduct up to 20% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

Extra Credit

At the outset there is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus. However, if opportunities for participation in outside activities that are related to the course content, the instructor will post the options on the course NEWS page and offer equivalent opportunities for students who cannot participate in the activities because of scheduling or location.

Reporting Illness or Absence

Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit assignments or to take quizzes and exams. If an emergency should arise, it is the student’s responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if all of the following conditions are met:

(1) Extreme emergency and (2) Instructor contacted prior to the due date.

Inclement Weather

In this online class, the impact of inclement weather is minimal. However, in the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as LiveSafe, an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather. PLEASE NOTE: Class cancellations on campus do not, generally, affect course requirements/assignment due dates in this online class.

Syllabus Changes

The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course NEWS page.
Student Services

Please access the FCBE Student Services (opens in new window) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance

Fall 2018 Schedule

Refer to the Week Overview each week in eCourseware Content for specific expectations and objectives. Note below: McShane = required textbook; additional readings and videos are also posted in eCourseware each week.

**Week 1: October 17 - 21**

Introduction to the course and the field of Organizational Behavior; Individual Behavior, Personality, and Values

McShane Chapters 1, 2

Discussion Board 1: Opens 10/17 8AM, first post by 10/19, second post by 10/21

**Thursday, October 18**  Introduce yourself on the “Intro Discussion Board”!

**Friday, October 19**  Me-in-the-Bag Assignment due!

**Sunday October 21 Quiz 1 due** (chapters 1 & 2) opens Thurs October 18 8 AM

Self Assessments (see eCourseware): do in preparation for Self Assessment/Application paper due at end of course
**Week 2: October 22 - 28**
Perception and Learning in Organizations; Workplace Emotions, Attitudes, Stress
McShane Chapters 3 & 4
Discussion Board 2: Opens 10/21 8AM, first post by 10/26, second post by 10/28

**Sunday 10/28 Quiz 2 due** (chapters 3 & 4) opens Thurs 10/25 8AM
**Sunday 10/28 Essay 1 due** (chapters 1, 2, 3, 4)

Self Assessments (see eCourseware): do in preparation for Self Assessment/Application paper due at end of course

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**Week 3: October 29 – November 4**
Employee Motivation
McShane Chapter 5
Discussion Board 3: Opens 10/28 8AM, first post by 11/2, second post by 11/4

**Sunday 11/4 Quiz 3 due** (chapter 5), opens Thurs 11/1 8AM

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**Week 4: November 5 - 11**
Decision Making and Creativity; Intro to Team Dynamics
McShane Chapters 6 & 7

Discussion Board 4: Opens 11/4 8AM, first post by 11/9, second post by 11/11
Sunday 11/11 Quiz 4 due (chapters 6 & 7) opens Thurs 11/8 8AM
Sunday 11/11 Essay 2 due (chapters 5, 6, 7)

Self Assessments (see eCourseware): do in preparation for Self Assessment/Application paper due at end of course

**Week 5: November 12 - 18**
Communicating in Teams and Organizations; Power and Influence in the Workplace
McShane Chapters 8 & 9

Discussion Board 5: Opens 11/11 8AM, first post by 11/16, second post by 11/18

Sunday 11/18 Quiz 5 due (chapters 8 & 9) opens Thurs 11/15

Self Assessments (see eCourseware): do in preparation for Self Assessment/Application paper due at end of course

**Week 6: November 19 – 25 (includes Thanksgiving Break)**

Discussion Board 6: Opens 11/18 8AM, first post by 11/23, second post by 11/25

**Week 7: November 26 – December 2**
Understanding and Managing Workplace Conflict; Leadership Overview
McShane Chapters 10 & 11

**Sunday 12/2  Quiz 6 due** (chapters 10 & 11) opens Thurs 11/29 8 AM

**Sunday 12/2 Essay 3 due** (chapters 8, 9, 10, 11)

**Week 8: December 3 – December 5**
Organization Culture; “Pulling it all Together”

McShane Chapter 13

Discussion Board 7: Opens 12/2 8 AM, first post due 12/7, second post due 12/9

**December 11  Self Assessment/Application Paper Due**