

## **MAN 3240 Organizational Behavior Analysis**

**Fall 2015**

**Mon 6-9pm**

**SMC A205**

**Instructor:** Dr. Lisa Penney  
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**Course Section:** 591 (3 Cr Hrs)

**Office:** C217  
**Office Telephone:** 941-359-4367  
**Office Hours:** Tuesdays 2-4pm

**PREREQUISITES:** MAN 3025 Minimum Grade: C-

**TEXT:** Nelson, D. L., & Quick, J. C. (2013). *Organizational Behavior: Science, the Real World, and You* ( 8th Ed.) Cengage Learning. ISBN-10: 1-111-82586-6

### **COURSE DESCRIPTION & OBJECTIVES**

The purpose of this course is to provide students with an understanding of the attitudes and behavior of individuals in organizations. Using both theory and application, we will examine how principles underlying management and social and behavioral science can be used to effectively understand and manage human resources within organizations and how organizational structure and processes can influence the behavior of organization members.

### **COURSE TOPICS**

The course will cover the study of motivation, job attitudes, leadership and supervising (how supervisors can maximize the performance of their employees), and job and organizational design (how to create efficient and effective workgroups or organizations). Managers working in organizational behavior might be concerned with safety or stress on the job, with how layoffs or cutbacks are received, how to motivate employees, or how leaders can be chosen or developed.

### **STUDENT LEARNING OUTCOMES**

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

- 1) Understand the variety of factors that influence individual and group behavior at work.
- 2) Explain the major theories of motivation.
- 3) Explain key theories of leadership and power.
- 4) Apply critical thinking skills and relevant theories to assess management challenges and propose appropriate solutions.
- 5) Demonstrate effective written and oral communication via in-class discussions and course assignments.

These learning objectives will be accomplished primarily through lecture, in-class discussions, reading, and various classroom activities.

### **CANVAS USE**

This course will utilize the web-based tools available on Canvas, an online course management system. Students will be able to access course information on Canvas including the syllabus, class materials (e.g., overhead slides, handouts), assignments, special announcements, and grades. Information on how to use Canvas is available at: <http://usfsm.edu/elearning>. Canvas is accessible via the [myUSF online web portal](#), or directly at <http://learn.usf.edu>.

### **COMPUTER LAPTOP USE**

Students are welcome to bring their laptops to class PROVIDED that they are used for note-taking and other class-related activities. The use of laptops for non-class-related activities (e.g., email, Facebook, etc.) will not be tolerated.

### **ATTENDANCE POLICY & CLASS PARTICIPATION**

Attendance at all classes and active participation are expected and strongly encouraged. It is my intent to include a lot of discussion and in-class activities. Consequently, student preparation, attendance, and insightful participation are crucial. Students should be prepared to discuss their own work-related insights and experiences with the class to illustrate points. Students can learn a tremendous amount of from each other's insights and experiences.

Students who attend class are expected to conduct themselves in a professional manner, be courteous to and considerate of other class members, arrive for class on time; and avoid disrupting class activities. We can have fun and be respectful of others. As a courtesy to others, please turn off all cell phones and pagers BEFORE class begins.

Students will be held responsible for all material covered during all classes. Material not contained in your textbook may be covered during class meetings and included in exams. Furthermore, I reserve the right to lower your course grade based upon absences (e.g., I might take attendance randomly).

## GRADING AND EVALUATION

Grades will be based on students' performance on the following assignments:

Exams (3 @ 100 pts each)	300 pts
Team Paper: Organizational Analysis	100 pts
Team Presentation: Organizational Analysis	50 pts
Team Member Grade	50 pts
<b>TOTAL</b>	<b>500 pts</b>

<u>Final Letter Grades</u>	<u>Grading Criteria</u>	<u>Final Point Total</u>
A	93.00% and above	465-500
A-	90.00 - 92.99%	450-464
B+	87.00 - 89.99%	435-449
B	83.00 - 86.99%	415-434
B-	80.00 - 82.99%	400-414
C+	77.00 - 79.99%	385-399
C	73.00 - 76.99%	365-384
C-	70.00 - 72.99%	350-364
D+	67.00 - 69.99%	335-349
D	63.00 - 66.99%	315-334
D-	60.00 - 62.99%	300-314
F	Below 60.0%	<300

## EXAMS

Three exams (100 pts each) will cover the assigned readings and material presented in lectures. Each exam will consist of both 50 multiple choice questions worth 1.6 pts each and 2 essay questions worth 10 pts each.

During exams, students will only be permitted to have pens, pencils, and erasers on your desk. Any refreshments, book bags, laptops, and other materials should be left at home or stored under your desk. All cellular phones and beepers must be turned off and kept out of sight. **If a student's cell phone is SEEN or HEARD during an exam, that student will be asked to hand in the exam at that moment regardless of whether or not s/he is finished.** Students may not leave the room during an exam.

Any student who arrives for an exam AFTER the first student has completed and turned in the exam will NOT be allowed to take the exam unless that student can produce verifiable documentation of a legitimate and justifiable emergency that resulted in his/her being late (e.g., car accident report, doctor's note, etc.). If a student requests more time to produce the necessary documentation, that student may be allowed to take the exam, but his/her exam score will be withheld until the instructor receives the documentation.

## MAKE-UP EXAMS

Make up exams will ONLY be permitted if a student provides verifiable documentation of a legitimate and justifiable emergency (e.g., car accident report, doctor's note, etc.) that resulted in the absence. Students who anticipate missing an exam due to foreseeable and verifiable events (e.g., jury duty summons) are encouraged to speak to the instructor *before* the exam to make alternative arrangements.

## TEAM PAPER: ORGANIZATIONAL ANALYSIS (100 pts)

You will be working in small groups of about 4-6 members to conduct an analysis of organizational behavior issues. You will be required to research a company that is currently dealing with management issues of human behavior (e.g., teamwork, motivation, employee satisfaction, employee commitment, leadership, etc.) that can be addressed through organizational behavior interventions. Your assignment is to:

- 1) Gather as much info as needed to describe a clear picture of the problem (realizing that it is difficult to know

- everything that is going on in the inside). This should be approximately 1/3 of your paper.
- 2) Propose a solution based on organizational behavior theory to solve their problem. This should be approximately 2/3 of your paper.

You may find examples (e.g., leadership issue at Tyco, Enron, Living Omnimedia, Disney, GM etc.; Wal-Mart's major leadership restructuring; airlines constantly downsizing its workforce; morale at Toys R Us; Microsoft's loss of top talent to Google; Best Buy's no commission policy) in *Business Week*, *Wall Street Journal*, newspapers, or any reputable business/news source. Detailed information about this project including the grading rubric will be distributed separately and made available on Canvas.

### **TEAM PRESENTATION: ORGANIZATIONAL ANALYSIS (50 pts)**

Your group will be required to formally present your group project to the class near the end of the semester. Each presentation will be 15 minutes. Class time is critical and communicating briefly with impact is a necessity of today's business world, so you will be asked to stop once your allotted time ends. Instructions and a rubric for evaluating team members will be distributed separately and made available on Canvas.

### **TEAM MEMBER GRADE (50 pts)**

Working effectively with others is an important skill to develop. Thus, I am leaving it up to team members to manage and evaluate individual members' contributions to team products. Instructions and a rubric for evaluating team members will be distributed separately and made available on Canvas.

### **LATE PAPERS/ASSIGNMENTS**

Papers and assignments are due **at class time** on the date specified on the syllabus. Absolutely NO late papers or assignments will be accepted. There will be NO EXCEPTIONS to this policy, so please do not ask.

### **PLAGIARISM PREVENTION**

The University of South Florida has an account with an automated plagiarism detection service which allows student assignments be checked for plagiarism. I reserve the right to ask students to submit their assignments to Turnitin through Canvas. Assignments are compared automatically with a database of journal articles, web articles, and previously submitted papers. The instructor receives a report showing exactly how a student's paper was plagiarized.

PLEASE REMOVE YOUR NAME FROM THE BODY OF YOUR PAPER AND REPLACE IT WITH YOUR USF ID#. ALSO REMOVE YOUR NAME FROM THE FILE NAME AND REPLACE IT WITH YOUR USF ID# (e.g., "U12345678 Essay 1.docx") BEFORE SUBMITTING IT TO TURNITIN.

Pursuant to the provisions of the Family Educational Rights and Privacy Act (FERPA), students are requested to maintain confidentiality as a way to keep their personal contact information (i.e. name, address, telephone) from being disclosed to vendors or other outside agencies. By your submission, you are also agreeing to release your original work for review for academic purposes to Turnitin.

### **PROPER EMAIL COMMUNICATION WITH YOUR PROFESSOR**

Students are encouraged to contact the professor via email with any questions or concerns related to class or to the field of management. Please use lpenney@sar.usf.edu or Canvas for such communication.

In order to facilitate clear communication and help students develop professional communication skills, students are required to use a formal strategy when emailing the professor. This means that the email should at a minimum:

- 1) Begin with a formal salutation (e.g., Dear Dr. Penney)
- 2) Provide context or statement of purpose (e.g., I am a student in your ..... class and am writing to ....)
- 3) End with a formal closing (e.g., Sincerely, Joe/Jill Student)
- 4) Avoid the use of informal language or "IM-speak" (e.g., OMG, BTW)

Any email that does not conform to the above standards will not be answered. Instead, the student will receive an auto-reply containing the policy above.

### **USFSM AND USF SYSTEM POLICIES**

**A. Academic Dishonesty:** The University considers any form of plagiarism or cheating on exams, projects, or

papers to be unacceptable behavior. Please be sure to review the university's policy in the [USFSM Catalog](#), the USF System Academic Integrity of Students, and the [USF System Student Code of Conduct](#).

- B. Academic Disruption:** The University does not tolerate behavior that disrupts the learning process. The policy for addressing academic disruption is included with Academic Dishonesty in the [USFSM Catalog](#), USF System Academic Integrity of Students, and the [USF System Student Code of Conduct](#).
- C. Contingency Plans:** In the event of an emergency, it may be necessary for USFSM to suspend normal operations. During this time, USFSM may opt to continue delivery of instruction through methods that include but are not limited to: Canvas, online conferencing/collaboration tools, email messaging, and/or an alternate schedule. It is the responsibility of the student to monitor Canvas for each of their classes for course specific communication, as well as the USFSM website, their student email account, and [MoBull](#) messages for important general information. The USF hotline at 1 (800) 992-4231 is updated with pre-recorded information during an emergency. See the [Campus Police Website](#) for further information.
- D. Disabilities Accommodation:** Students are responsible for registering with the Office of Students with Disabilities Services (SDS) in order to receive academic accommodations. Reasonable notice must be given to the SDS office (typically 5 working days) for accommodations to be arranged. It is the responsibility of the student to provide each instructor with a copy of the official Memo of Accommodation. Contact Information: Disability Coordinator, 941-359-4714, [disabilityservices@sar.usf.edu](mailto:disabilityservices@sar.usf.edu), <http://usfsm.edu/disability-services/>
- E. Fire Alarm Instructions:** At the beginning of each semester please note the emergency exit maps posted in each classroom. These signs are marked with the primary evacuation route (red) and secondary evacuation route (orange) in case the building needs to be evacuated. See [Emergency Evacuation Procedures](#).
- F. Religious Observances:** USFSM recognizes the right of students and faculty to observe major religious holidays. Students who anticipate the necessity of being absent from class for a major religious observance must provide notice of the date(s) to the instructor, in writing, by the second week of classes. Instructors canceling class for a religious observance should have this stated in the syllabus with an appropriate alternative assignment.
- G. Protection of Students Against Discrimination and Harassment:**
  - 1. **Sexual Misconduct/Sexual Harassment Reporting:** USFSM is committed to providing an environment free from sex discrimination, including sexual harassment and sexual violence ([USF System Policy 0-004](#)).
  - 2. **Other Types of Discrimination and Harassment:** USFSM also is committed to providing an environment free from discrimination and harassment based on race, color, marital status, sex, religion, national origin, disability, age, genetic information, sexual orientation, gender identity and expression, or veteran status ([USF System Policy 0-007](#)).

The Counseling and Wellness Center is a **confidential** resource where you can talk about incidents of discrimination and harassment, including sexual harassment, gender-based crimes, sexual assault, stalking, and domestic/relationship violence. This confidential resource can help you without having to report your situation to either the Office of Student Rights and Responsibilities (OSSR) or the Office of Diversity, Inclusion, and Equal Opportunity (DIEO), unless you request that they make a report.

Please be aware that in compliance with Title IX and under the USF System Policy, educators **must** report incidents of discrimination and harassment, including sexual harassment, gender-based crimes, sexual assault, stalking, and domestic/relationship violence. If a student discloses any of these situations in class, in papers, or to a faculty member personally, he or she is required to report it to OSSR or DIEO for investigation. Students who are victims or who have knowledge of such discrimination or harassment are encouraged to report it to either OSSR or DIEO. The Deputy Coordinator for USFSM is Allison Dinsmore, Coordinator of Disability Services & Student Advocacy, 941-359-4714 or [adinsmore1@sar.usf.edu](mailto:adinsmore1@sar.usf.edu).

Campus Resources:

Counseling Center and Wellness Center 941-487-4254

Victim Advocate (24/7) 941-504-8599

List of off-campus resources:  
 HOPE Family Services: 941-755-6805  
 Safe Place & Rape Crisis Center (SPARCC) – Sarasota: 941-365-1976  
 First Call for Help- Manatee: 941-708-6488  
 Sarasota & North Port 941-366-5025  
 Manatee Glens: 941-782-4800; 24-hr Hotline 941-708-6059

- H. Web Portal Information:** Every newly enrolled USF student receives an official USF e-mail account. Students receive official USF correspondence and Canvas course information via that address. The web portal is accessed at <http://my.usf.edu>.

## REVISIONS TO THE SYLLABUS

The instructor reserves the right to change the syllabus as necessary. Students are responsible for changes announced in class or through Canvas.

## CLASS SCHEDULE AND READING ASSIGNMENTS

Week	Date	Topic	Reading (to be completed BEFORE class)
1	Aug. 24	What is Organizational Behavior, and Why Does it Matter?	Ch. 1, 2
2	Aug. 31	Foundations of Understanding People - Personality, Perception, Attitudes, & Emotions	Ch. 3, 4
3	Sept. 7	<b>Labor Day - No class</b>	
4	Sept. 14	Motivation, Learning, and Performance Management	Ch. 5, 6
5	Sept. 21	Individual Stress and Well-Being	Ch. 7
6	Sept. 28	<b>Exam 1 Ch. 1-7</b>	
7	Oct. 5	Communication and Teams <b>*Form teams for Organizational Analysis Project</b>	Ch. 8, 9
8	Oct. 12	Individual and Group Decision Making	Ch. 10
9	Oct. 19	Power and Politics	Ch. 11
10	Oct. 26	Leadership and Followership	Ch. 12
11	Nov. 2	<b>Exam 2 Ch. 8-12</b>	
12	Nov. 9	Conflict and Negotiation	Ch. 13
13	Nov. 16	Job Design and Organizational Culture	Ch. 14 16
14	Nov. 23	Career Management and Managing Change	Ch. 17, 18
15	Nov. 30	<b>Organizational Analysis Papers Due</b> <b>Organizational Analysis Presentations</b>	
16	Dec. 7	<b>Exam 3 Ch. 13, 14, 16-18</b>	