MGNT 6670
Organizational Theory and Behavior
Summer 2013
Section 01 (M-F) 5:30 pm – 7:45 pm
Rm 2201 – Richards College of Business

Instructor Information:
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E-Mail: This One ebergiel@westga.edu (I can only accept email from your ‘westga.edu’ account).
Office Hours: M-T: 3:00 pm-5:30 pm

Readings:
- (GALILEO) There will be several additional articles assigned to you that are available on-line at the UWG library website – http://www.westga.edu/~library.

Course Description: This course is designed to increase your ability to influence, predict, and understand the behavior of others in the workplace. Throughout the semester, you will learn to apply basic concepts of individual and group behavior to work situations. Additionally, you will be challenged to develop appropriate solutions to problems that practicing managers’ face on a daily basis.

Learning Objectives:
1. Students will demonstrate an understanding of the major areas of Organizational Behavior including work attitudes, motivation, interpersonal behavior, communication, work teams, decision making, and leadership.
2. Working in groups, students will demonstrate the ability to apply major concepts covered in the field of Organizational Behavior to situations regularly encountered by managers. (MBA 2).
3. Students will demonstrate an understanding of the importance of managing in an ethically and socially responsible manner (MBA 4).

How to be Successful in my Class:
1. **Come to class.** Someone once said that 90% of success is just showing up, I have found there to be a great deal of truth in this statement. So therefore the most important thing is to come to class and make an effort to learn and improve. Do you really want to know less than you do? In the real world of employment: If you simply didn’t show up for work, what would your manager do? What would you think of an employee who didn’t show up?
2. **Take notes.** In class: Sometimes I follow the notes. Sometimes I don’t. But I base the exams on what we have emphasized in class. In the real world: In a career, you must be prepared for whatever is thrown at you…..the same applies in this class.
3. **If you don’t understand a topic and/or don’t understand why it’s relevant, ASK.** In class: It is my job to find a way to communicate this material to you and help you understand it. If you don’t understand a topic, you can’t learn. If you don’t learn, you don’t pass the exams. If you don’t pass the exams, you don’t earn the degree. In the real world of employment: If your manager gave you a project but you didn’t understand it, what should you do?
4. **Pay attention and become engaged in class.** In class: I will call on you directly. Instead of going into shock when you hear your name called, be prepared with an answer. I do not know everything and you will be surprised how much others can learn from your experiences. In the real world of employment: What would happen to an employee who often told the manager “I don’t know”?
5. **Play fair.**
*In class:* Do not commit academic misconduct and jeopardize your college career and your future. Academic misconduct in this class will result in at least an F in the course.
*In the real world of employment:* If a manager commits fraud, what can happen? What happened to Martha Stewart?

6. **Mutual Respect.**
The next key and probably most important is that of “mutual respect”, which means don’t be late for class and don’t disrupt the class (i.e. reading the paper, sleeping, talking, texting, etc). **Put Away Your Cell Phones!** Societies #1 fear was public speaking, now it is the fear of losing your cell phone. We will conquer both these fears in my class. I will do my part to make it as interesting and informative as possible. I will also call on you if I feel you are not paying attention. *In class and in the real world:* Respect is necessary for effective communication. You must practice effective and respectful communication. And so should I.

7. **As corny as this sounds, try to have some fun in learning this stuff.**
*In class:* I promise to try hard to make the material relevant and interesting.
*In the real world of employment:* Many jobs are not thrilling on the surface. You have to find a way to stay motivated & engaged.

**Attendance:**
It would be in your best interest to come to class and be on time. For every unexcused absence or tardiness I will take 10pts off your overall grade.

**Exams:** We will have two exams this semester. The exams are not cumulative. Each exam will consist of questions taken from class lectures, assigned readings, cases, and group presentations. The specific test format will be announced prior to each exam. Generally, make-up exams will not be given. Consideration for rescheduling an exam will be given only if you notify the instructor at the earliest possible time and if you can present appropriate documentation regarding your absence.

**Group Assignments:** One of the three major levels at which Organizational Behavior is studied is at the group level. Thus, to increase your understanding of work group dynamics, you will be required to work in designated groups. If it is felt that one of the members of the group is not contributing a recommendation for termination can be brought to me and this member will be fired from the team (I am the only one that can make the final decision to fire any team member). Those members that are fired from the team will then complete all assignments individually. The group assignments are explained below.

- **Case Presentation:** If you are assigned the case presentation, I expect you to: (1) provide some background information on the case, (2) identify the major issue(s) in the case, (3) make some reasonable suggestions on how to address these issues (4) provide some current information on the outcome of this case or company. While you are free to mention aspects of the case that may relate to other disciplines (e.g., marketing), I expect you to focus primarily on the organizational behavior issues in the case. Also, while you can use your textbook and readings as a reference in analyzing your case, please do not simply present material in your textbook to the class and then briefly mention your case at the end. Your focus should be on material in the case. Typically, you will want to use PowerPoint slides to make your presentation. However, feel free to be creative. Your presentation should last between 15 and 20 minutes. Outside research is encouraged and the presentation should be very professional. You should not read from note cards or slides and be prepared to improvise and adapt.

- **Case Report:** If you are assigned a case report, I expect you to: (1) identify the major issue(s) in the case, and (2) make some reasonable suggestions on how to address these issues. The report should be between four and five pages. The report must be typed, single spaced, have a 12-point font, have 1” margins, and have headings and subheadings where necessary. Please note that I expect your written report to be free of misspellings, grammar errors, and ambiguous statements. Outside research is encouraged.
• **Business Presentations:** Each student will select a business with an international presence to present and discuss in class. The business must be approved in advance so two students will not present the same business. Students will be selected at random for the business presentations in class. The presentation will last no less than 8 minutes and no more than 10 minutes and the presenter will use presentation software for their presentation. The presentation should not just be an overview but focus more on the Organization Behavior issues of the business or organization. These may include but are not limited to: culture of the organization, structure, leadership within the organization, motivation, utilization of groups and teams, types of personality and behaviors sought, etc. You must also mention the international presence of this business and any difficulties, successes, or interesting issues associated with this. The presentation will be followed by questions from fellow students and the professor.

Before the presentation the student must provide the following to the professor:
A. a hard copy of the presentation
B. a score sheet filled out with the student’s name and topic title.

**Reading Assignments:** Your reading assignments are provided in the tentative course outline in this syllabus. Because of the interactive and applied nature of this course, we may not be able to cover all of the material in the assigned readings. Thus, it is your responsibility to carefully read and study each assignment.

**D2L:** You will find D2L helpful in this class. Many of the PowerPoint overheads used in class are posted here as well as your exam grades. Also, if you lose your syllabus, a copy is posted for your convenience.

**Grades:** Your final grade will be determined as follows:

| Test 1      | 100 points | Scale: | A (90-100) |
| Test 2      | 100 points | B      | (80-89)    |
| Group Assignment Presentation | 50 points | C      | (70-79)    |
| Group Assignment Paper     | 50 points | F      | (0-69)     |
| Business Presentations     | 20 points  |        |            |
| Participation             | 20 points  |        |            |
| Total                   | 340 points |        |            |

**TENTATIVE COURSE OUTLINE AND ASSIGNMENTS**

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<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>ASSIGNMENT</th>
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<tbody>
<tr>
<td>June 3</td>
<td>Group assignments and getting to know your team.</td>
<td>Read Syllabus</td>
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<tr>
<td>June 4</td>
<td>Course Orientation</td>
<td>Chapter 1                                               Read from your Case Book: Human Side of Management</td>
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<td>What is OB?</td>
<td>1 page Bio due at beginning of class. One side, single space, 12pt Times New Roman. Just name and date on top.</td>
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<tr>
<td>June 5</td>
<td>Organizational Justice, Ethics, and Corporate Social Responsibility</td>
<td>Chapter 2                                               Read Article: Justice at the Millennium</td>
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<td>Read from your case book: Rose Jones’ Dilemma</td>
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<td>June 6</td>
<td>Psychological Processes in Organizations: Personality, Perception, and Learning</td>
<td>Chapter 3                                               Read Article: Personality Differences</td>
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<td>June 7</td>
<td>Business Presentation Prep</td>
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<td>June 10</td>
<td>Coping with Organizational Life: Emotions and Stress</td>
<td>Chapter 4                                               Read Article: Work Stress</td>
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<td>Business Presentations (?)</td>
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<td>June 11</td>
<td>Work-Related Attitudes: Prejudice, Job Satisfaction, and Organizational Commitment</td>
<td>Chapter 5                                               Read Article: Job Satisfaction-Job Performance</td>
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<td>Business Presentations (?)</td>
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<td>June 12</td>
<td>Test 1- Chapters 1-5</td>
<td>Scantron and Pencil</td>
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June 13  | What Motivates People to Work?  
Business Presentations (?)  
| Chapter 6  
Last day to fire a group member.  
Read Articles: Ten Ironies of Motivation, and On the Folly of Rewarding A

June 14  | International Management

June 17  | Interpersonal Behavior in the Workplace  
Business Presentations (?)
| Chapter 7

June 18  | Organizational Communication  
Business Presentations (?)  
| Chapter 8

June 19  | Group Processes and Work Teams  
Business Presentations (?)  
| Chapter 9  
Read Article: Mental Models

June 20  | The Quest for Leadership  
Business Presentations (?)  
| Chapter 11  
Read Article: Leader-Member Exchange

June 21  | Making Decisions in Organizations
| Chapter 10

June 24  
• Group Assignment Presentation  
• Group Assignment Paper

June 25  
• Group Assignment Presentation  
• Group Assignment Paper

June 26  | Reading Day

June 27  | Test 2 – Chapters 6-11(5:30-7:30)  
Bring Scantron and No. 2 Pencil

<table>
<thead>
<tr>
<th>Date</th>
<th>Case</th>
<th>Group Making Case Presentation</th>
<th>Group Writing Case Report</th>
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<tbody>
<tr>
<td>June 24th</td>
<td>Astro Tech Fuel Systems (A) (B)</td>
<td>1</td>
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<td>June 24th</td>
<td>Jack Thomas</td>
<td>2</td>
<td>7</td>
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<td>June 24th</td>
<td>Mary Kay Cosmetics: Sales Force Incentives (A)</td>
<td>3</td>
<td>6</td>
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<td>June 24th</td>
<td>Harrah’s Entertainment, Inc</td>
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<td>June 25th</td>
<td>Frank Mason (A)</td>
<td>5</td>
<td>1</td>
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<tr>
<td>June 25th</td>
<td>Phil Daniels</td>
<td>6</td>
<td>2</td>
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<td>June 25th</td>
<td>Kathryn McNeil (A)</td>
<td>7</td>
<td>3</td>
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<tr>
<td>June 25th</td>
<td>Aston-Blair Inc</td>
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<td>4</td>
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