

**Huntingdon College**  
**Adult Degree Completion Program**

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**COURSE NUMBER: MGMT315**  
**COURSE NAME: Organizational Theory & Behavior**  
**Spring 2009, Session III, Brewton**

**INSTRUCTOR'S NAME:** Linda Miller

**CONTACT INFORMATION:** [linda.miller@huntingdon.edu](mailto:linda.miller@huntingdon.edu)

**COURSE DESCRIPTION:** This course focuses on the behavior and interaction of individuals, groups, and organizations in the production of goods and services. The course uses the scientific method, is interdisciplinary, draws heavily on behavioral sciences theories, models, and concepts, is contingency oriented, and emphasizes applications in the world of work.

**PREREQUISITE:** MGMT 312 Foundations in Management

**TEXT REQUIRED:** Gibson, James L., Organizations: Behavior, Structure, Processes, McGraw Hill, (see **Huntingdon College booklist for edition and ISBN**)

**COURSE LEARNING OUTCOMES:** By the end of this course, you should be able to:

- Describe specific theories related to organizational behavior.
- Understand and identify the characteristics of groups and requirements for effective teams in organizations.
- Understand the role of ethics and social responsibility in organizational behavior.
- Describe and evaluate methods of motivating and rewarding individuals and groups.
- Identify appropriate decision making tools and models for various circumstances.
- Identify, find, and evaluate articles on topics related to organizational behavior.

**COURSE ASSIGNMENTS & GRADING CRITERIA:**

**Course Requirements:** Your final course grade will be based on five writing assignments. These assignments will be evaluated on APA or MLA format, grammar, punctuation, and spelling. Use outside sources including books, articles in scholarly publications; articles or references from popular press magazines or from the internet. Use of popular press and internet should be kept to a minimum. All papers must be typed, double-spaced, with one inch margins and 12 point fonts. Assignments are due by the end of the class on the date and in the manner, specified in the syllabus. An assignment is one day late if it is submitted after 12:00 midnight, the night of class. If an assignment is one (1) class day late, the maximum possible grade value will decrease by 15% of original value; if two (2) class days late, the maximum possible grade value will decrease by 25% of original value; if three (3) class days late, the maximum possible grade value will decrease by 35% of original value; if more than (3) class days late, the maximum possible value will decrease 50% of original value. You will be given a break

on late assignments due to circumstances that are beyond your control. A computer crash or printer failure is not an acceptable excuse for a late assignment.

**Class Participation (10% of grade):** Participation is essential to learning. Students are expected to attend every class, to be prepared for each class by reading assigned material beforehand, and to participate in all class activities.

<b>Grading Elements</b>	<b>Percentage:</b>
Weekly Assignments-	
Week One	10%
Week Two	15%
Week Three	20%
Week Four	20%
Week Five	25%
Participation	10%
<b>Total Points</b>	<b>100%</b>

### **GRADE POINT EQUIVALENTS**

A = 90-100  
 B = 80-89  
 C = 70-79  
 D = 60-69  
 F = 59-below

### **ATTENDANCE POLICY:**

#### **Absences and Tardiness – All students are required to attend the first session.**

Those who do not attend the first session will be automatically dropped from the course. Students with more than one absence will receive an "F" for the course. Since this class meets only five times, missing a single class meeting is equivalent to missing three weeks of a regular term. If you cannot attend a class you must let the instructor know via email as soon as possible. In case of absences you are responsible for obtaining all handouts and assignments. Tardiness may result in a deduction in your class participation grade. Excessive tardiness may count as an absence.

**Participation** –Participation is not the same as attendance. Participation requires students to come to class prepared to actively participate, which makes the classroom experience more meaningful. However, participation is not just speaking out in class. The contributions made by the student should be related to the course content and meaningful to the class discussion.

**Late Assignments** – Explain whether late assignments will be accepted and what penalty might be imposed if the assignment is late. Also specify what assignments can be turned in late. This will allow the student to make informed decisions.

**Accommodation of Special Needs-** Huntingdon College makes every reasonable accommodation for disabilities that have been processed and approved through our Disability Services Committee in accord with the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. In order to request disability-related services at Huntingdon College, students must self-identify to the Disabilities Intake Coordinator,

Camilla Irvin, and provide appropriate and up-to-date documentation to verify their disability or special needs. After the accommodations have been approved by the Disability Services Committee, the 504 Coordinator, Dr. Lisa Olenik, will notify your professor(s) of the committee's decision. If you have any questions regarding reasonable accommodation or need to request disability-related services, please contact Disability Services at (334) 833-4432 or e-mail at [disabilityservices@huntingdon.edu](mailto:disabilityservices@huntingdon.edu).

**Academic Honesty** –Plagiarism is literary theft. Failure to cite the author of any language or of any ideas *which are not your own creation* is plagiarism. This includes any text you might paraphrase, as well. Anyone is capable of searching the Internet or any printed media; your research paper is intended to broaden your knowledge, stimulate your creativity, and make you think, analyze, and learn. It is not consistent with the College Honor Code, nor with scholarly expectations to submit work which is not the product of your own thinking and research. Severe penalties will result upon the submission of any work found to be plagiarized, including potential failure of the entire course. It is easy and simple to properly cite all sources used in your paper. Take no risks – cite your sources.

### First Night Assignment -

#### CLASS SCHEDULE:

##### Week One: 10 points

**Reading:** Chapter 1: The Study of Organizations  
Chapter 2: Organizational Culture  
Chapter 3: Globalization

**Writing:** Prepare a 3-4 page typed, double-spaced paper addressing the challenges and opportunities managers face in culturally diverse and global organizations.

##### Week Two: 15 points

**Reading:** Chapter 4: Individual Behavior and Differences  
Chapter 5: Motivation: Background and Theories  
Chapter 6: Motivation: Organizational Applications  
Chapter 7: Workplace Stress: Issues and Management

**Writing:** Prepare a 4-6 page typed, double-spaced paper discussing the theories of motivation and techniques and how managers can apply them in the workplace. Discuss the impact of stress on individuals in the workplace and how organizations prevent and management it. Use a minimum of two outside sources.

##### Week Three: 20 points

**Reading:** Chapter 8: Group and Team Behavior  
Chapter 9: Conflict and Negotiation  
Chapter 10: Power and Politics  
Chapter 11: Leadership: Fundamentals

## Chapter 12: Leadership: Emerging and Changing Concepts

**Writing:** Prepare a 4 – 6 page typed, double-spaced paper on Groups in the Organization. What are some of the key factors regarding group behavior? Discuss work teams, communication, leadership, power and politics, conflict and negotiation and their role in organizational effectiveness and performance. Use real examples from your organization and outside research or references in the popular media to support your positions. Use a minimum of two outside sources.

**Week Four: 20 points**

**Reading:** Chapter 13: Work Design  
Chapter 14: Organization Structure

**Writing:** Prepare a 3 - 4 page typed, double-spaced paper on work design and organizational structure. How do these impact organizational effectiveness and performance? Use real examples from your organization and outside research or references in the popular media to support your position. Use a minimum of two outside sources.

**Week Five: 25 points**

**Reading:** Chapter 15: Managing Communication Processes  
Chapter 16: Decision Making  
Chapter 17: Managing Organizational Change and Learning

**Writing:** Put yourself in the role of a consultant to your organization. Prepare a 10 - 12 page typed, double-spaced proposal for organizational change. Use “The Seven-Step Model for the Management of Organizational Change” in the text to develop your proposal. The paper should include the following information:

- Describe what should be changed and why
- Explain the forces driving this change
- Explore the probable reasons for resistance to change
- Develop strategies to overcome resistance to change
- Identify the OD process/es that would be used to implement the recommended change
- List the expected outcomes and state how these changes will improve organizational effectiveness and performance
- Provide a suggested timeline and budget (if possible)
- Cite a minimum of three appropriate research citations to support your proposal
- Clearly display data using tables, charts and/or graphs as appropriate
- Include a cover page and Reference or Works Cited page