Huntingdon College
W. James Samford, Jr. School of Business and Professional Studies

COURSE NUMBER: MGMT315
COURSE NAME: Organizational Theory & Behavior
Spring 2016, Session II, JSCC Center Point, RCB Rm 113
Dates: 2/15, 22, 29, 3/7, 14

INSTRUCTOR’S NAME: Dr. Archie Rowe

CONTACT INFORMATION: archie.rowe@hawks.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


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. Feel free to use popular press and the internet. 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.

**Grading Elements**

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<th>Grading Elements</th>
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<tr>
<td>Weekly Assignments-</td>
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<td>Week One</td>
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<td>Final Exam</td>
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<td>Participation</td>
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**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** – *No shows* fail the assignment. It is expected that the students fulfill their assignments on the date they are scheduled to do so. Students with illness or other problems that prevent them from attending class on the day a presentation or written assignment (including a test and/or exam) is due must contact their instructors PRIOR to the deadline via Huntingdon College email with supporting documentation to request an extension or a make-up. In most cases, missed assignments are logistically difficult to make-up while maintaining the integrity of the module. In rare cases, approval to make-up an assignment may be granted at the discretion of the faculty member based on the seriousness of the circumstance and on the supporting evidence provided by the
student. Contacting a fellow class member does not substitute for contacting the instructor.

**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 Dorman, 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) 833-4577 or e-mail at 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.

**Medical Considerations** - If you have a medical condition that may preclude participation in this course or any aspect of this course, the College suggests you consult your physician. The College will work with you based upon physician recommendations to find the best means to address any concerns.

**Title IX Statement** - Huntingdon faculty are committed to supporting students and upholding the College's non-discrimination policy. Under Title IX, discrimination based upon sex and gender is prohibited. If you experience an incident of sex- or gender-based discrimination, we encourage you to report it. While you may talk to a faculty member, understand that as a "Responsible Employee" of the College the faculty member MUST report to the college's Title IX Coordinator what you share. If you would like to speak with someone who may be able to afford you privacy or confidentiality, there are people who can meet with you. Faculty can help direct you or you may refer to Huntingdon's Sexual Misconduct Policy at [http://www.huntingdon.edu/student-life/student-service/misconduct](http://www.huntingdon.edu/student-life/student-service/misconduct). You do not have to go through the experience alone.

**Huntingdon College Library:** As an EB student you have access to the full-range of electronic resources provided by the Library of Huntingdon College. Your first step upon enrollment at Huntingdon should be to register for a library account. You can do this by going to the Library's web site at [http://library.huntingdon.edu/](http://library.huntingdon.edu/) and under “EB Services” complete the “Library Card Application” form and submit it. You will receive shortly your personal library account information, which will then allow you to access a variety of resources including databases. Should you ever have a problem accessing the Library’
electronic resources, please contact the Library (specifically, Systems Librarian Brenda Kerwin at bkerwin@huntingdon.edu).

* Among the Library’s electronic resources, you will find a number of databases specific to the area of business administration and its allied fields of study (e.g. databases within /EbscoHost/, /Gale/, and /ProQuest/, as well as /Oxford Journals/). You will also find databases that support your core courses in such fields as English, history, communications, the arts, and the sciences. You may be familiar with the AVL (the /Alabama Virtual Library/) and have your own AVL card. As a student at Huntingdon College, you no longer need to maintain your own AVL card, if you access the AVL through our web site. Simply click on “Campus &Library” rather than “Home Access” within the AVL. A few other mentions: /Countess/ is the name of the Library’s online catalogue and among its holdings you will find electronic books. If you want to know what full-text electronic journals are available to you through the Library’s databases, you can use the /Serials Solutions/ link on our web site. You can limit your search by discipline (such as “Business & Economic”). If you use Google for any of your research, we greatly encourage you to use /Google Scholar/ and /Google Books/. These features of Google will direct you to resources appropriate for academic research.*

First night assignment due at the beginning of class.

CLASS SCHEDULE:

Week One: 10 points

Reading:
- Chapter 1: Managing Effective Organizations
- Chapter 2: Organizational Culture
- Chapter 3: Managing Globally

Writing:
Prepare a 4-5 page typed, double-spaced paper addressing the challenges and opportunities managers face in culturally diverse and global organizations.

Week Two: 12.5 points

Reading:
- Chapter 4: Individual Behavior and Differences
- Chapter 5: Motivation: Background and Theories
- Chapter 6: Motivation: Organizational Applications
- Chapter 7: Managing Workplace Stress

Writing:
Prepare a 4-5 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: 12.5 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 Perspectives

Writing: Prepare a 4-5 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: 12.5 points

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

Writing: Prepare a 4-5 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: 12.5 points

Reading: Chapter 15: Managing Communication
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” on page 494 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

Final Exam 30 points