Behavior in Organizations
MGMT 3312.001 and MGMT 3312.002
A 100% on-line class
Fall 2016

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Course Description:

This course addresses interactions of individuals and groups in work environments. Topics include decision-making, motivation, leadership, power, conflict, stress, and diversity. Other coverage includes management functions and environmental constraints affecting managerial practice and decisions.

The primary objective of Behavior in Organizations is to introduce students to the day-to-day world of managers, as well as the theories, concepts and principles that managers use to accomplish their goals. It is fair to describe Behavior in Organizations as a “survey” course because it will cover a broad array of topics and we will cover them rather quickly. It is important that you stay on pace with the topics and the assignments.

Learning Objectives:

After completing this course students should be able to:

- Discuss the scope, roles and functions that are essential to management.
- Explain the historical evolution of management thought and practice.
- Apply the major concepts and theories of management to topics including decision-making, motivation, leadership, organizational culture, power, conflict, stress, and diversity.
- Recognize the ethical concerns and social responsibilities of organizations.
- Describe the stages, processes, and dynamics involved in team/group management.
- Identify critical internal and external environmental factors and their influences on organizations.
- Compare and contrast the key approaches to organizational structure and relate them to important organizational considerations.

Course Requirements
Your grade in MGMT 3312 will be determined by your performance on the following assignments:

Exams: 350 points (Seven multiple choice exams worth 50 points each)

Homework: 450 points (Learnsmart/Connect learning modules and Connect homework questions)

Discussions: 300 points (Six discussions worth 50 points each)

Required Materials:


- The Connect+ supplement is required and access comes packaged with the text. This is a direct link for immediate access - [http://shop.mcgraw-hill.com/mhshop/store/TAMUCC](http://shop.mcgraw-hill.com/mhshop/store/TAMUCC)

Websites Used:

- Blackboard [https://bb9.tamucc.edu/](https://bb9.tamucc.edu/) and


Allen’s Educational Philosophy

When approaching MGMT 3312, I assume that I am educating future managers. When serving as managers, you have to be prepared to compete effectively with the “best and the brightest.” My job is to prepare you for this competition, and by doing so, contribute to your success in life and as managers.

My intention is to offer you a rigorous course through which you will acquire the subject matter knowledge needed to be an effective manager. MGMT 3312 also serves as the foundation upon which your future management courses will be built. Basic knowledge transfer will take place by reading assignments from the text book and power points presentations available for each chapter you are assigned to read. This information will be reinforced with Learnsmart and Connect-based assignments. My intention is to create a course that rewards students who read the assigned material, develop an understanding of it, and then demonstrate their mastery of the material through their performance on the exams, homework assignments and case analyses. The work you will do this semester will be handled individually. By taking this course, you will be exposed to the up-to-date relevant information needed to
perform effectively as a manager. You will also develop the ability to take this information and apply it to the resolution of real-world problems.

However, becoming an effective manager involves more than acquiring knowledge. It also involves the acquisition of attitudes and skill sets needed to effectively perform the wide range of tasks performed by managers in contemporary organizations. Although having a strong knowledge base is essential to managerial success, it is not enough. You also have to have good problem solving skills, communications skills, a dedication to high quality work, and the ability to think critically. Therefore, it is part of my responsibility to provide you opportunities to develop these necessary skills.

We have a shared interest. Both you and I want you to leave this class better prepared for life, in general, and career success, in particular. I will be thorough in my review of your work and objective in its evaluation. I will be available to you by telephone or by the use of e-mail. I am well prepared to teach this class and have designed a course in which each component has educational value. I will not waste any of your time. I am committed to work hard to ensure that the objectives of the class are met.

As you well know, it takes more than a good professor to have a good class. The commitment of students to the course’s success is also necessary. Just like you have expectations of me, I have expectations of you. I expect you check into the class’ website on a daily basis. While there, make sure you read the class announcements. You are responsible for everything that I communicate so keep in close touch with the class. I expect you to complete all of the assigned readings in a timely manner. I expect you to be rigorous in your work and thorough when completing class assignments. I expect you to pay close attention to the class schedule so that you can keep track of when assignments must be submitted. **I am a stickler when it comes to meeting deadlines.** **Poor time management is the factor that contributes the most to on-line students failing to be successful.** Exams, Learnsmart learning modules and Connect-based assignments receive no credit if submitted after the deadlines for the assignments. **Additionally, late posts to discussion receive no credit.** A busy schedule and time conflicts are not justifications for missing deadlines. Deadlines should be viewed as incentives to start your work early so that they can always be met. I expect you to think ahead, plan accordingly, and get started early on assignments. I expect you to be respectful of both your classmates and me. Most of all, I expect you to THINK. Think about the meaning of the readings. Think about assignments and the learning that they have been designed to encourage. Think about what you need to do in order to take full advantage of your college experience. Think about what it means to be a successful manager. You can’t take this class on autopilot. To be successful, you need to be fully engaged in the learning process. It is your responsibility to help make this class one of the best in your college experience. Education is not a spectator sport.

If you have any questions or concerns, do not hesitate to contact me. Using the Messenger function within Blackboard is the best way to do this. In recent months, I have had a number of emails from students go into my junk mail basket. Use of the Messenger function avoids this problem. During the day, I check for messages every couple of hours. I will respond to you as quickly as possible, usually the same day that the message was sent. I am a "morning person" so I usual check for messages for the first time around 5:00 a.m. However, don’t expect a prompt response if you contact me after about 9:00 p.m. (Central time). I will get back with you the following morning. If you try to contact me by telephone and I do not answer, just leave a message that includes your name and phone number. I am
old and do not hear very well. Make sure you speak slowly and clearly so that your message can be understood.

If you live up to your responsibilities and I live up to mine, we should have a great semester.

Course Policies

**Exams** – The course material is broken into seven segments that will be followed by an exam worth 50 points. Each of the five sections of the textbook will conclude with an exam. Because Part 5 concerned with the leading function of management is quite long and the information provided is very important, it will have two exams (Part 5a and Part 5b) to make the amount of material covered on each exam more manageable. Each exam will be offered according to the weekly class schedule. Exams will be made up of multiple choice questions. On each exam there will be twenty-five questions randomly selected from a large item pool. Each correct answer is worth two points. Exams are deliberately short (30 minutes) to encourage you to read the book and study the material before opening the exam. You will not have enough time to look up very many answers. Test dates will be posted in the weekly course Content part of the class web site. They are also listed in the course schedule that has been included in the class syllabus. Exams will be open for one week. Please make sure that you finish the exams before their deadlines. Exams submitted after their established deadlines will receive no credit.

**Homework** – This portion of the grade will include a number of chapter assignments. The purpose of these assignments is to enhance student comprehension of major concepts. Homework for each chapter will be available in the Learnsmart/Connect course supplement and/or Blackboard. It is your responsibility to keep track of homework and submit it on time. Although it is possible for students to discuss the homework, all submitted assignments should be exclusively the work of the submitting student. Keep in mind that assignments submitted after their established deadlines receive no credit.

**Discussions** – There will six discussions this semester. Threaded discussions are not assigned every week. Therefore, it is important that you keep track of the deadlines associated with these assignments. Each discussion will last one week. During weeks in which discussions are assigned, you will have to make an initial post by 11:59 p.m. on Thursday. Then, at least two response posts are required by Sunday night by 11:59 p.m. This means that each discussion has two deadlines: an initial post (Thursday) and two response posts (Sunday). Please keep track of the due dates for each discussion because late posts receive no credit.

The weeks of the course in which threaded discussions have been assigned are identified in the syllabus, class schedule and in each weekly assignments posted in Blackboard. Each on-line discussion is worth a maximum of 50 points. To get full credit, student posts must make posts responsive to the instructions found with the assignment. The grading standards for the discussions can be found by clicking on Content > General Information > Discussion Grading Standards. Your contributions to the discussions, both your initial post and required response posts, are expected to be substantive and well written (i.e., business professional). In them, you have to demonstrate that you have read, understood and can apply the assigned reading material. To facilitate such understanding, each discussion post needs to be approached
as a research based assignment. You have not been assigned a research paper in this case. Therefore, the discussions need to include the results of a research effort. Each post needs to apply material from the assigned reading in a way that adds substance to your work. To have a chance to earn full credit on a discussion, your initial post also has to incorporate research results from sources beyond your textbook. Whenever you incorporate the writings of another person in your work, citations need to be provided in the body of your post and a reference list at the end of the post is required. Referencing meeting APA standards is a basic requirement of the discussion posts this semester. A failure to incorporate research results in your posts and not referencing properly will cause points to be deducted when your discussion posts are graded. A common mistake made in discussions in MGMT 3312 is that some students do not take the response posts as seriously as the initial post. Such an approach is likely to cost you points. Response posts have to be substantive like the initial posts. To receive full credit, they also need to be research based and properly referenced.

**Electronic Device Usage** – Computers and tablets are required to complete the homework assignments.

**Grading:** When determining final grades, the final point totals will be needed:

- **A** 990 – 1100 points
- **B** 880 – 989 points
- **C** 770 – 879 points
- **D** 660 – 769 points
- **F** below 660 points

**Academic Integrity/Plagiarism**

University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in a zero the first time and failing the course for any additional offence.

**Dropping a Class**

I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, **you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class.** November 11, 2016 is the last day to drop a class with an automatic grade of “W” this term.
Required method of scholarly citations

APA style is the only accepted method used for citations and referencing for this class. Here is a link to a web site that you can use to ensure that your references to the works of others used when preparing your assignments are correct: Here is a very good review of APA referencing requirements:

https://www.umuc.edu/library/libhow/apa_examples.cfm

This has a good discussion concerning the design of citations obtained through the internet.
http://www.easybib.com/reference/guide/apa/general

This discusses referencing involving websites
http://www.apastyle.org/learn/quick-guide-on-references.aspx

If you have never been asked to use APA reference requirements, here is a useful tutorial that might help you when applying APA referencing guidelines:

http://flash1r.apa.org/apastyle/basics/index.htm?_ga=1.49701925.2022344932.1464288573

Grade Appeals

As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.
Disabilities Accommodations

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116. If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

Statement of Academic Continuity

In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

Course schedule and assignment deadlines: Please pay close attention to the following information. It is important that you meet all of the deadlines. As I noted above, twenty percent deductions per day will be applied to the case analyses. Exams and weekly homework assignments based on the Connect-based material receives no credit if submitted after the deadline, i.e. 11:59 p.m. on Sunday night ending the week.

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<thead>
<tr>
<th>Dates</th>
<th>Topic</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Introduction to management: An overview</td>
<td>Read Kinicki and Williams Ch 1</td>
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<td>8/24 to 8/28</td>
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<td>Week 1 Connect assignments</td>
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<td>Introductions threaded discussion (an ungraded</td>
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<td>Week 2</td>
<td>Introduction to management continued: Management theory</td>
<td>Read Kinicki and Williams Ch 2 Week 2 Connect assignments Part 1 (Introduction) exam covering Ch 1 and Ch. 2</td>
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<td>8/29 to 9/4</td>
<td>The management environment: Business ethics</td>
<td>Read Kinicki and Williams Ch 3 Week 3 Connect assignments First graded threaded discussion: Initial post by Thursday 9/8 and the two required response posts by Sunday 9/11.</td>
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<td>Week 3</td>
<td>The management environment: Global management</td>
<td>Read Kinicki and Williams Ch 4 Week 4 Connect assignments Part 2 (The environment of management) exam covering Ch 3 and Ch 4</td>
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<td>9/5 to 9/11</td>
<td>Planning: An overview</td>
<td>Read Kinicki and Williams Ch 5 Week 5 Connect assignments Second graded threaded discussion: Initial post by Thursday 9/22 and the two required response posts by Sunday 9/25.</td>
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<td>Week 5</td>
<td>Planning: Strategic management</td>
<td>Read Kinicki and Williams Ch 6 Week 6 Connect assignments Third graded threaded discussion: Initial post by Thursday 9/29 and the two required response posts by</td>
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<td>9/12 to 9/18</td>
<td>9/19 to 9/25</td>
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| Week 7 | 10/3 to 10/9 | Planning: Decision making | Read Kinicki and Williams Ch 7  
Week 7 Connect assignments  
Part 3 (Planning) exam covering Ch 5, Ch 6 and Ch 7 |
|--------|-------------|--------------------------|--------------------------------------------------------------------------------|
| Week 8 | 10/10 to 10/16 | Organizing: Organizational culture, structure and design | Read Kinicki and Williams Ch 8  
Week 8 Connect assignments  
Fourth graded threaded discussion: Initial post by Thursday 10/13 and the two required response posts by Sunday 10/16. |
| Week 9 | 10/17 to 10/23 | Organizing: Human resource management, change and innovation | Read Kinicki and Williams Ch 9 and Ch 10  
Week 9 Connect assignments covering Ch 9 and Ch 10  
Part 4 (Organizing) exam covering Ch 8, Ch 9 and Ch 10 |
| Week 10 | 10/24 to 10/30 | Organizing: Individual differences | Read Kinicki and Williams Ch 11  
Week 10 Connect assignments  
Fifth graded threaded discussion: Initial post by Thursday 10/27 and the two required response posts by Sunday 10/30. |
<p>| Week 11 | 10/31 to 11/6 | Organizing: Motivation | Read Kinicki and Williams Ch 12 |</p>
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<tr>
<th>Week 14 (Thanksgiving week)</th>
<th>Control systems and quality management</th>
<th>Week 14 Connect assignments</th>
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<tr>
<td>11/21 to 11/27</td>
<td>Read Kinicki and Williams Ch 16</td>
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<th>Week 15</th>
<th>Control systems and quality management</th>
<th>Sixth (and final YEAH!) graded threaded discussion: Initial post by Thursday 12/1 and the two required response posts by Sunday 12/4.</th>
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<tr>
<td>11/28 to 12/4</td>
<td>Read Kinicki and Williams Ch 16</td>
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<th>Week 16</th>
<th>Final exam week</th>
<th>Part 6 (Control) exam covering Ch. 16 (Access to this exam can be found in the Week 15 assignments)</th>
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<td>12/5 to 12/11</td>
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**Notes:**
- **Week 12**
  - 11/7 to 11/13
  - Organizing: Groups, teams and leadership
  - Read Kinicki and Williams Ch 13

- **Week 13**
  - 11/14 to 11/20
  - Organizing: Communications
  - Read Kinicki and Williams Ch 14 and Ch 15

- **Week 14 (Thanksgiving week)**
  - 11/21 to 11/27
  - Control systems and quality management
  - Read Kinicki and Williams Ch 16

- **Week 15**
  - 11/28 to 12/4
  - Control systems and quality management
  - Sixth (and final YEAH!) graded threaded discussion: Initial post by Thursday 12/1 and the two required response posts by Sunday 12/4.

- **Week 16**
  - 12/5 to 12/11
  - Final exam week
  - Part 6 (Control) exam covering Ch. 16 (Access to this exam can be found in the Week 15 assignments)

- **Friday 11/11** is the last day to drop the class without a penalty.