

ORGANIZATIONAL BEHAVIOR

MGT 304-80-20201

COURSE SYLLABUS

INTERSESSION 2020

Dr. Chester A. Schriesheim

JANUARY 2-3, 4, and 6-10

Class Meets: Room: TBA

M-F 9AM to 1:30PM

S 9AM-Noon and 1-4PM

Office Hours: Before & after class and by appointment.

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Short Biography of the Instructor

Chester A. Schriesheim (Ph.D., The Ohio State University) is the University of Miami Distinguished Professor of Management. Previously, he was a Professor at the University of Florida and an Associate Professor at the University of Southern California. Professor Schriesheim is the author or co-author of over 200 books, book chapters, and articles. He has been most active in the areas of leadership, power and influence, and applied psychometrics and statistics, and his articles have appeared in such outlets as the Journal of Applied Psychology, the Academy of Management Journal, the Academy of Management Review, and the Harvard Business Review. As an expert, Professor Schriesheim has been quoted in numerous newspapers (including the *New York Times* and the *Washington Post*). He is a Fellow of the American Psychological Association and is generally considered to be one of the world's top leadership scholars. Professor Schriesheim's consulting engagements have included the U.S. Central Intelligence Agency (Leadership Analysis Directorate), Coca-Cola Bottlers of Puerto Rico, American Airlines (Puerto Rico), and other organizations throughout the world.

Course Overview

MGT304 highlights research, as well as theories, in the field of organizational behavior, noting specific applications to practice. In order to manage and work effectively with others, an understanding of the causes of employee behavior, the conditions which facilitate organizational effectiveness, and the strategies for developing appropriate action steps to achieve organizational outcomes is a necessity. This course, through the use of cases, lectures, and a group project gives an overview of such introductory topics.

Specific course goals include the following:

- ★ To understand what causes behavior in organizational settings
- ★ To learn why particular antecedents cause behavior
- ★ To determine which antecedents are controllable and how

Course Objectives entail the areas listed below:

- ★ Interpersonal Relationships and Relationship Building: develop an understanding of individual attributes and interpersonal skills to assist with building and maintaining

- effective relationships with multiple stakeholders
- ★ Collaboration within Groups/Teams: learn more about the characteristics and factors that facilitate the ability to work collaboratively with others in diverse groups/teams.
- ★ Leadership, Motivation, and Change Strategies: cultivate an understanding of how to use leadership and influence tactics to effectively energize and motivate stakeholders to accept and achieve strategic objectives
- ★ Problem Solving: through the use of cases, increase one’s ability to diagnose organizational issues/problems/challenges and develop meaningful action plans to increase organizational effectiveness
- ★ Self-Development: expanding student’s understanding of their own skill sets, their relative strengths and weaknesses as they interact with and influence others in organizational settings

OPTIONAL Course Text and REQUIRED Course materials

A textbook is not required for this course but you may want to use one from the library or purchase a used text via Amazon.com.

Essentials of Organizational Behavior: An Evidence-Based Approach, 2nd Edition, by Terri A. Scandura. Sage Publications, copyright © 2019.

All course materials (syllabus, cases, and lecture Powerpoints) are available on the University’s “Blackboard” website (<http://www.courses.miami.edu>). Please be sure to access this site and download and print the Powerpoints so that they may be brought to class to facilitate note taking.

Grading

- Open Book Exam.....50%
- Individual Case.....20%
- Group project.....20%
- Class work.....10%

NOTE: Class work grades are at my discretion and are not subject to negotiation, debate, or appeal.

Date/Day Topic and Chapter/Case Reading Assignments

- 1/2 Thur. Lecture 1: Organizational Behavior and Ethics.
Case: (1) Breaking in a U.S. Salesperson. . .
- 1/3 Fri. Lecture 2: Understanding People.
Case: (2) The Trouble With Martin
- 1/4 Sat. (AM) Lecture 3: Motivation Essentials.
Case: (3) Recognition Won’t Buy Bread
- 1/4 Sat. (PM) Lecture 4: Motivation (continued)
Case: (4) Uris Hall Dormitory Kitchen

- 1/6 Mon. Lecture 5: Organizational Processes.
Case: (5) Joe Schultz
- 1/7 Tue. Lecture 6: Social Processes and Decision-Making.
Case: (6) Dashman Company
- 1/8 Wed. Lecture 7: Leadership and Culture.
Case: (7) The Secret of Bradford's Warehouse
- 1/9 Thur. Lecture 8: Managing Organizations and Change.
Case: (8) Don Smith's Objections to Objectives
- 1/10 Fri. **EXAM; GROUP PROJECT DUE**

Examination and Assignments

Please be fully prepared for every class (see "Preparation," below). The examination will be open book and open notes (but no internet or computer access). It will use a mini-case analysis approach. Essentially, it will present a short case and have 3 questions (of which you answer 2) calling for you to diagnose a situation in terms of (1) what the key problem(s) is/are, and (2) how should the problem(s) be best resolved ("fixed"). Your answers, of course, are to be based upon course material to demonstrate mastery of MGT 304, and not merely based on personal experience or "common sense." The exam will be discussed in class and a sample provided.

Individual Case Analysis

Choose any one case on the syllabus to analyze and hand in. A hard copy of this case write-up is due at the ***beginning*** of the class period the case is scheduled to be discussed. No late cases are accepted. Your analysis is to identify the key problem(s) in the case and to propose one or more solutions that are based on course material. The purpose of this analysis is to not only develop your ability to analyze problems but to provide an opportunity to illustrate and show how course material can be used to solve managerial problems. Hence, the more course material employed the better the grade. All submitted analyses should be typed (double-spaced) on standard white paper, and should carefully conform to generally accepted style, footnoting, and reference citation conventions (care must be taken to cite and list all references you use and to avoid anything remotely resembling plagiarism). Write-ups should be neat, grammatically correct, free of spelling and typographical errors, and should have all pages numbered consecutively (yes, "style" does count and will be included as one element in assessing your work). A cover sheet, containing a title, the student's name, the course name and number, and the date of submission should comprise the first page. Please use 1" margins throughout your write-ups and employ 12-point Times Roman or similar font (no narrow borders or microscopic print, please!).

Group Project

To further increase your control over your destiny in this class, one required group project

comprises 20% of your final course grade. This is a **group project** for which you are expected to select your own group members with whom to work. Per the Honor Code, on this assignment you are not to discuss your answers with anyone outside your group. Groups may have up to (but not more than) 4 members.

Each project is to identify an emerging trend, change, or new phenomenon concerning the management of people in work organizations. The trend should be described, including how it is similar to or different from previous or existing phenomena, how it developed or arose, and what its positive and negative impacts are likely to be on management practices and people in work organizations. Finally, how the phenomenon might be best handled should be discussed, using course materials and concepts. This last topic should be given major emphasis and probably should comprise as much as half of the write-up.

Each project write-up should follow the same specifications outlined above with respect to the case analysis. Hard copies of all project write-ups are due **at the time of the exam**. **NO** late or electronic write-ups will be accepted without my prior written permission. Although I hate to impose page limits for these write-ups, fairness dictates that this be done. Thus, please limit your write-ups to no more than five (5) double-spaced pages of text (title page does not count; you may also add up to 5 pages of references, appendices, and/or tables/exhibits which do not count toward the 5-page limit). Please note that write-ups in excess of these page limits will be assessed substantial penalties.

The purpose of this project is to broaden your understanding of current and emerging management concerns and how they may be dealt with by the application of course concepts. Thus, your project must be clearly linked to course materials; *"more is better": use at least two major theories/models/frameworks in detail to explain the concern and how it might be solved*. Be as "concrete" and specific as possible in your write-up; vague and general discussions will not receive the same credit as will more detailed and comprehensive ones. Finally, please note that using common sense or experience only in framing your write-up will not earn a good grade. A primary purpose of this exercise is to provide an opportunity to show your mastery of and ability to apply course materials.

Preparation

Please suitably prepare all cases before coming to class; the class work grade assigned by me shall depend upon both attendance and participation (quantity and quality). Please read and make informal notes (prior to coming to class) on each case. Please note that there is no one "correct answer" to any given case; most cases can be analyzed from several different perspectives, and the "correct answer" usually depends, at least in part, upon the assumptions which are made. For this reason, you should be careful to note any key assumptions that you make in your analysis. ***The cases are meant to illustrate how course materials can be applied; thus, you should tie your analyses into class materials as much as possible. This will be very useful practice for the exam.***

Note: Anyone who has difficulty participating in classroom discussions (for whatever reason) may submit formal written analyses of additional cases (upon receiving advance permission). These analyses will then be used as the basis of your class work bonus.

Grading Policy

There are no set number of "A"s, "B"s, etc. which will be given out in this course. Grades depend only on how the class performs relative to other classes. This means that you are not competing with your classmates. This is done to reduce stress and dysfunctional competition within the class and because it allows me to fairly assign grades on the basis of performance and merit, rather than on an arbitrary "curve" (which, in some circumstances--such as a particularly excellent class--might otherwise cause people who deserve "A"s to be given lesser grades). Attendance will be taken each session (for the awarding of class work grades) and because department policy mandates that students who miss more than 20% of scheduled classes (without a legitimate excuse) not be given course credit. (Parenthetically, good exam performance also requires good attendance, so please be sure to attend every class possible.) Should you have difficulty in making a class, please be sure to let me know so that I may keep my records straight (parenthetically, please discuss absences with me on a timely basis--retroactive excuses are problematic.) Please note that you are completely responsible for all material covered in class (and for any changes announced in class).

Statement on Academic Integrity

The University's Honor Code governs all work undertaken and submitted in this course. I believe that intellectual integrity and academic honesty are vital to the learning process at the University of Miami. As a student, you have the responsibility of knowing the regulations of the UM Honor Code (a link to the Honor Code is: <http://www.miami.edu/sa/index.php/student-life/policies-and-procedures/honor-code/>).

Disability Accommodations

If you need academic accommodations for a disability, you must first contact the U.M. Office of Disability Services (telephone 305-284-2374) to verify the disability and establish eligibility for accommodations. Then, please contact me with official verification of the arrangements you require for the exam. These two steps must be completed at the beginning of the course.

Final Note

This is your course and I welcome any and all suggestions for doing it better. I look forward to seeing you soon!