The Cameron School of Business at University of St. Thomas

1. Course Information

**Course Title:** Managing Behavior in Organizations  
**Course number:** MGMT 3349-A  
**Credit hours:** 3  
**Semester:** Spring 2017  
**Prerequisites:** MGMT 2347  
**Room #:** Jerabeck 201  
**Days & hours:** MW 3:10-4:25

2. Instructor Information

**Name:** Dr. Sharon Wallace  
**Office location:** Welder 106  
**Emergency phone:** 713-525-2100 (CSB)  
**Office phone:** email only*  
**Office hours:** By Appointment  
**E-mail:** wallacsa@stthom.edu  
**Fax number:** 713-525-2110 (CSB)

* My preference is to communicate via email. In doing so, I will respond to your questions in a timely manner. If you need to speak to me in person, please visit me during my office hours (and by appointment in advance). All email communications via stthom email system only. I will not respond to messages from other accounts you may have, and I expect you to check your stthom email regularly. A full inbox is no excuse.

3. Course Catalog Description

This course provides an overview of managerial functions with a particular emphasis on the study of individual, group and inter-group behaviors in organizations. This course introduces students to the complexities of working with diverse individuals and teams and further develops students' understanding in leading and managing themselves and others in organizations. Prerequisite: MGMT 2347 or Instructor's approval.

4. Program Goals

The Bachelor of Business Administration program has five goals. When students complete the BBA degree at the University of St. Thomas:

Goal 1. They will be able to communicate effectively.
- Objective 1: Graduates will deliver a compelling oral presentation.
- Objective 2: Graduates will write professional quality documents.
• Objective 3: Graduates will demonstrate mastery of communication technology.

Goal 2. They will be adept at critical thinking.
• Objective 1: Graduates will analyze problems in-depth.
• Objective 2: Graduates will evaluate data thoroughly.
• Objective 3: Graduates will present feasible solutions for problems.

Goal 3. They will be able to work effectively in teams.
• Objective 1: Graduates will work collectively towards team objectives.
• Objective 2: Graduates will demonstrate professional interpersonal relations with other team members.

Goal 4. They will be ethical decision makers.
• Objective 1: Graduates will recognize the ethical issues implicit in a business situation.
• Objective 2: Graduates will describe and use ethical frameworks applicable to business situations.

Goal 5: They will be knowledgeable about fundamental business issues and processes.

5. Course Learning Objectives
• Understand both classic and current theories and practices in the field of Organizational Behavior (OB) (fulfills Goal 6).
• Apply OB theories and models to the analysis/evaluation of employees, workgroups, organizations, and their management (fulfills Program Goal 6).
• Understand, explain, and influence human behavior in organizational settings to achieve organizational excellence (fulfills Program Goal 6).

6. Texts, Readings, Materials

Required text:
ebook:

Supplementary material: TBA in class

Recommended Additional Reading:
Wall Street Journal (there is a special student rate), Financial Times (limited free online access through the campus library), and Harvard Business Review. Class discussions, team activities, and the final exam will involve connecting knowledge of current events in and affecting the business world to management theory covered in this course.

7. Instructional methods:
Interactive Lecture, Exercises, Individual Reading & Writing, Team Projects.
8. Use of Technology
For the purposes of this course, students need to be able to do the following:
- Retrieve data/articles/study materials from online sources
- Use email effectively and respectfully
- Use Microsoft Office business tools (i.e., MS Word, Excel, PowerPoint)
- Use Blackboard

9. Course Tentative Schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Schedule</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Jan 23 Mon</td>
<td>Introductions</td>
<td></td>
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<tr>
<td>Jan 25 Wed</td>
<td>Discussion of Supplementary Reading</td>
<td>Bio write-up</td>
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<tr>
<td>Jan 30 Mon</td>
<td>Organizational Behavior Overview</td>
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| Feb 1 Wed  | The Field of Organizational Behavior:  
  - Ch 1: Effective Managers Understand Organizational Behavior  
  - Ch 2: National and Organizational Culture | Complete MBTI(R) online                       |
| Feb 6 Mon  | Understanding & Managing Individual Behavior:  
  - Ch 3: Individual Differences at Work |                                               |
| Feb 8 Wed  | MBTI(R) Introduction               |                                               |
| Feb 13 Mon | MBTI(R) (continued)                |                                               |
| Feb 15 Wed | Ch 4: Perceptions and Attributions  |                                               |
| Feb 20 Mon | Ch 5: Motivation                   |                                               |
| Feb 22 Wed | Ch 7: Evaluation and Rewards Influence Behavior | Skip Ch 6                                    |
| Feb 27 Mon | Ch 8: Managing Misbehavior         |                                               |
| Mar 1 Wed  | Ch 9: Managing Individual Stress    |                                               |
| Mar 6 Mon  | Discussion of Supplementary Reading | Complete Team Roles Questionnaire             |
| Mar 8 Wed  | Midterm Exam                       | Parts One and Two                             |
| Mar 13 Mon | Spring Break                       |                                               |
| Mar 15 Wed | Spring Break                       |                                               |
| Mar 20 Mon | Group Behavior and Interpersonal Influence  
  - Ch 10: Groups and Teams | Form Project Teams                             |
| Mar 22 Wed | Team Roles Activity                |                                               |
| Mar 27 Mon | Team Roles Activity (continued)    |                                               |
| Mar 29 Wed | Ch 11: Managing Conflict and Negotiations |                                               |
| Apr 3 Mon  | Ch 12: Power and Politics          |                                               |
| Apr 5 Wed  | Discussion of Supplementary Reading |                                               |
| Apr 10 Mon | Organizational Processes           |                                               |
| Apr 12 Wed | Ch 14: Decision Making             |                                               |
| Apr 17 Mon | Discussion of Supplementary Reading |                                               |
| Apr 19 Wed | Ch 15: Leadership                  |                                               |
| Apr 24 Mon | Organizational Design, Change, and Innovation  
  - Ch 16: Organizational Structure and Design |                                               |
| Apr 26 Wed | Ch 17: Managing Organizational Change |                                               |
| May 1 Mon  | Discussion of Supplementary Reading |                                               |
| May 3 Wed  | Team Presentations                 | Last Class Day                                |
| May 15 Mon | Final Exam                         | Parts Three, Four, and Five                  |
The above schedule and procedures in this course are subject to change based on the progress we make in class, opportunities for guest speakers or attendance at topical events, and in the event of circumstances beyond the instructor's control. The most up-to-date schedule is the one on Blackboard.

**Assignments and Team Project:** TBA in class.

**10. Course Policies**
- Students will attend all class meetings, read assigned materials, and participate in discussions and group activities that include teamwork and presenting to the class.
- Students will contribute relevant observations to the topic being discussed.
- Students will demonstrate awareness of appropriate interpersonal communication and respect to fellow students and instructor and refrain from disruptive behavior.
- Laptop computers, mobile phones, smart watches, etc., are prohibited in the classroom.
- No eating in class
- Reasonable accommodations will be made for students with special needs.
- Be aware that the Internet is accessible to your professors and the administration. If you can find something online, then you can be fairly certain that we can too. Think about it.

**Tardiness and Absence Policy**

Class discussion is critical to the learning process, so attendance will be recorded from the first class meeting, and quality of participation in discussions and activities will be noted. Attendance, participation, and respectful behavior are required and are easy ways to improve your grade. Students must attend 80 of the class meetings in order to receive credit for this course.

No distinction is made between excused vs. unexcused absences. Each instance of tardiness will count as .5 absences. One instance of disrespectful or disruptive behavior will count as one absence. Repeated instances will result in the student’s expulsion from the course and a failing grade.

**Incompletes**

A grade of “I” is given only in cases of well documented emergency or special circumstances late in the semester provided the student is making satisfactory progress and with the instructor’s approval. An Incomplete Grade Contract must be completed by the student. If you receive an Incomplete, it will be your responsibility to complete the remaining coursework in a timely manner. Failure to do so will result in the “I” being changed to an “F.”
11. **Student Grading Processes: (including weighting of factors)**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Exams</td>
<td>100 each x 2 = 200 points</td>
</tr>
<tr>
<td>Team Project**</td>
<td>60 points</td>
</tr>
<tr>
<td>Assignments</td>
<td>20 each x 3 = 60 points</td>
</tr>
<tr>
<td>Participation, attendance*</td>
<td>80 points</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>400</strong></td>
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* See tardiness and absence policy  
** Team project grade 70% by the instructor and 30% peer evaluation

**Grading Scale**  
Course grades will be based on the distribution below:

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<tr>
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<tbody>
<tr>
<td><strong>A (93%)</strong></td>
<td>465 – 500</td>
<td><strong>C (73%)</strong></td>
<td>365 – 385</td>
</tr>
<tr>
<td><strong>A- (90%)</strong></td>
<td>450 – 465</td>
<td><strong>C- (70%)</strong></td>
<td>350 – 365</td>
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<tr>
<td><strong>B+ (86%)</strong></td>
<td>430 – 450</td>
<td><strong>D+ (67%)</strong></td>
<td>335 – 350</td>
</tr>
<tr>
<td><strong>B (83%)</strong></td>
<td>415 – 430</td>
<td><strong>D (63%)</strong></td>
<td>315 – 335</td>
</tr>
<tr>
<td><strong>B- (80%)</strong></td>
<td>400 – 415</td>
<td><strong>D- (60%)</strong></td>
<td>300 – 315</td>
</tr>
<tr>
<td><strong>C+ (77%)</strong></td>
<td>385 – 400</td>
<td><strong>F</strong></td>
<td>&lt; 300</td>
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12. Available Support Services:

- **Tutorial Services Center (TSC)**
  The Tutorial Services Center offers assistance to all current UST students in a variety of content areas, including academic subjects, general concepts, and writing skills. Tutors are available anytime the center is open. The TSC offers on-site tutoring, online tutoring, and tutorial workshops. Office hours and schedules can be found at [http://www.stthom.edu/public/index.asp?page_ID=100289](http://www.stthom.edu/public/index.asp?page_ID=100289). Please contact the center at 713-525-3878 or [tutoring@stthom.edu](mailto:tutoring@stthom.edu).

- **CSB Tutorials**
  The Cameron School of Business offers tutoring in business subjects. Please visit [http://libguides.stthom.edu/cameron](http://libguides.stthom.edu/cameron) (under the “CSB Tutorial Services” tab) for the most current tutorial schedule and available subjects.

- **Information Technology Services**
  The UST IT Solution Center offers assistance with technical issues related to general computer issues, software, email, passwords, MyStThom, and blackboard. Manuals, contact information, and discounted software and hardware purchase information may be found at [http://www.stthom.edu/Offices_and_Services/Information_Technology/Index.asp](http://www.stthom.edu/Offices_and_Services/Information_Technology/Index.asp).
The Cameron School of Business at the University of St. Thomas

MISSION STATEMENT

Inspired by the Basilian Fathers’ motto of Goodness, Discipline and Knowledge, the Cameron School of Business provides a comprehensive, high quality, ethically oriented business education to a diverse student body enabling graduates to serve as leaders of faith and character in a global economy.

ACADEMIC HONESTY
Ethical conduct is essential to a community of scholars and students searching for truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual's honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable.
The tests/exams will be individual efforts. Student may work together on homework assignments, but must submit their own assignments.
The penalty for an incident of academic dishonesty is, at the discretion of the professor, either a mark of zero for the work in question or the grade of F for the course.

ACCOMMODATIONS
The University of St. Thomas abides by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education "solely by reason of a handicap.” If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crocker Center. Contact Debby Jones or Rose Signorello at 713-525-6953 or 713-525-3162.
Any student with a documented disability needing academic adjustments or accommodations is requested to speak with me during the first two weeks of class. All discussions will remain confidential.