

Management 6A32  
Organizational Behavior and Management  
Fall Semester, 2017

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Office Hours: 5:15-5:45 M, T, TH, and by  
appointment.

Textbooks

Feiner, Michael. 2005. The Feiner points of leadership: The 50 basic laws that will make people want to perform better for you. Publisher: Warner Business Books. ISBN-10: 0446695750.

The Course Objectives

1. To enhance your skills for solving problems involving individuals, groups, and organizations by improving your sense-making. This will enable you to more effectively identify causes of organizational events, predict future events, and devise action plans for influencing future events.
2. To develop your skills for identifying organizational leverage points from theories and strategies for exploiting them. (In this class, leverage points are a critical concept. They are causes of important organizational phenomena such attitudes, performance, and motivation. By applying the force of one's efforts to leverage points, one can maximize the probability of achieving desired results.)
3. To increase your understanding of management theory and research.
4. To improve your written communication skills.

The Secrets to Success in this Course

1. If you miss class, read the related text carefully in addition to studying your notes.
2. Class examples. When examples are presented in class, jot some of the details down in your notes to aid you when reviewing for the exams.
3. Problems. When problems are assigned, work through them in preparation for class. The problems are excellent practice for exam questions.
4. Put forth a strong effort as you prepare for the exam. Know the learning objectives forwards/backwards/inside/out for exams. Be able to apply concepts and theories to new situations. When preparing, make up new problems and apply the course concepts. Study with other members of the class.

## Some Administrative Details

1. A tentative grading scale is presented below. The final grading scale will be no higher than this, but may be lower.

93+ A	80-82.99 B-	69.99 and below F
90-92.99 A-	77-79.99 C+	
87-89.99 B+	73-75.99 C	
83-86.99 B	70-72.99 C-	

2. Tentative point allocations

Problem/puzzle assignment	2 points
Exam 1	90 points
Feiner Quiz	6 points
The “Extending My Comfort Zone” Project	15 points
<u>The Career Project</u>	<u>17 points</u>
	130 points

3. The most efficient way to communicate with me is by email (I check for email messages several times per day). If convenient, summarize your questions or problem in an email to me. Please put the class number (MANA 6332) in the heading of emails you send to me. If I receive an email from an unknown source, I frequently delete it without reading it.

4. If you miss the exam, a deadline will be established for completing the makeup exam. Once set, there will be no deadline extensions. Failure to complete the makeup exam by the specified deadline will result in a grade of zero for the exam.

5. The Center for Students with Disabilities (743-5400) provides a wide variety of academic support services to all currently-enrolled UH students who have any type of mental or physical disability of either a temporary or permanent nature. These services include assistance with course accommodations, adaptive equipment, individualized exam administration, taped textbooks, wheelchair repair, library needs, registration, handicapped parking, accessible housing and transportation, as well as many other needs. To receive accommodation on exams or assignments, students with disabilities must make arrangements prior to the exam or prior to the assignment due date.

6. The Bauer College has a policy that requires all of its instructors to be evaluated by their students. The results of these student evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and to the Bauer College through the evaluation process.

## Ways to Earn Points

1. The Problem/puzzle Assignment. Submit two work related problems for potential use in class discussion.

1. The “Extending My Comfort Zone” Project. After visiting a social setting which is outside of your current comfort zone, you will describe your thoughts and emotions and identify ways to navigate the social setting in the future.

2. The Career Project. You will describe your career objectives, summarize your job relevant accomplishments, research a potential employer, interview someone who has a job you would like to hold, and interview someone who will assess your promotability/employability.

3. Quiz/Reaction Paper. A short quiz will be given on the days that the book is discussed. No makeup quizzes will be given. Students who miss the quiz can earn associated points by writing reaction papers. The topic of reaction paper will be the student's observations and reactions regarding the reading material. Reaction papers that only summarize the content of the reading

will receive no more than one half of the allotted points. Reaction papers should show that all of the assigned material has been read. Minimum length for the reaction papers will be three full pages (66 lines of double spaced text) plus the title page. Maximum length is five pages plus the title page. Grades will be based upon meeting the guidelines for format of the assignment. Reaction papers are due one week after the quiz has been administered and will not be accepted after that due date. See the course website for sample reaction papers.

4. Exam. The exam will consist of essay and short answer questions. A list of learning objectives for each exam can be found in the packet of course notes. The purpose of these objectives is to help you focus your attention on the material which the instructor believes is most important. Over 90% of the exam points will come from exam questions based upon the learning objectives. The remaining points, if any, will come from questions concerning material not covered by the learning objectives.

5. Feedback Memo for Extra Credit. Students can earn from zero to three extra credit points by submitting a feedback memo regarding the structure, conduct, and/or content of the course. Number of points earned will depend upon meeting minimum length requirements. Memos that focus only on positive aspects of the course will receive no more than 1 point.

Topics covered might include (but need not be restricted to) any of the following:

- a) your experience in the class-how useful, interesting and/or appropriate the course was for you, what you learned.
- b) assignments-number, structure, timing, fairness of grading
- c) exams-format, coverage, fairness
- d) conduct of class sessions-pace, level, activities
- e) readings-number, usefulness
- f) class notes and sample assignments,
- g) course theories and concepts-number, appropriateness, omissions, usefulness
- h) motivational strategies used by the instructor-appropriateness, effectiveness, and
- i) overall structure of class-clarity, usefulness.

Format: follow the Bauer Style Guide.

Length: Minimum length is three full pages (66 lines of double spaced text) plus title page. Maximum length is five pages plus title page.

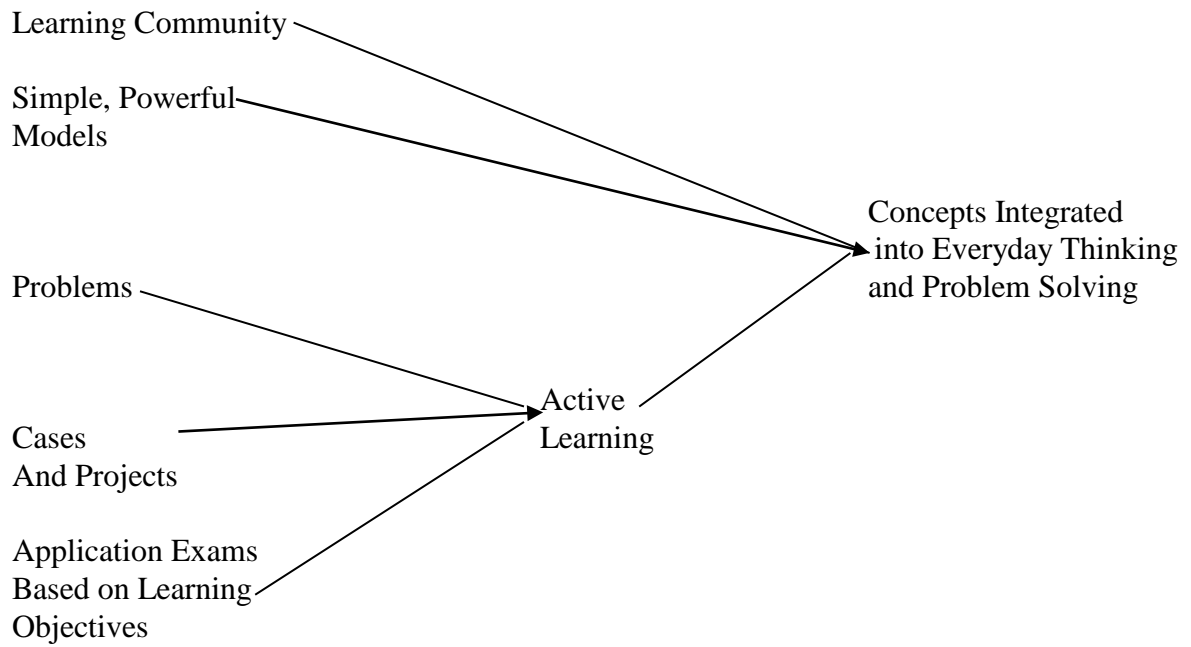
Due date: to be determined (probably will be due several days after the final class meeting).

Hint: follow the guidelines for giving good feedback found in the notes.

### Behavioral Norms

1. Please call me Dale.
2. Cheating is prohibited.
3. Please do not read newspapers or carry on discussions with the person next to you during class. These activities are disruptive to the people around you and me. Also, please turn off your cell phone or put it on "stun" during class.
4. In some countries, students occasionally give instructors presents. This is not a U.S. custom. Please do not give me any gifts.

## Learning Model Which Underlies MANA 6A32



In a learning community, people feel comfortable encountering and experimenting with new ideas and concepts. Cases include both the written cases and the student cases we analyze in class.

Tentative Schedule for Management 6A32

Week of	Topic	Assignment
October 15	Introduction to Class Decision Making (Creativity)	
October 22	Power Leadership Feiner quiz.	Feiner 1-116
October 29	Teams Change Organization Theory	
November 5	Organization Theory continued Perception Comfort Zone Project due.	
November 12	Motivation	
November 19	Motivation continued Career Project due.	
November 26	Individual and cultural differences	
December 5	<b>Exam</b>	

*Last day of classes: Saturday December 2*

*Due date for feedback memo: 11:59 p.m., Saturday, December 9.*