

## ***EMBA: MANA 6332 – Organizational Behavior***

### **ORGANIZATIONAL BEHAVIOR AND MANAGEMENT – Fall 2010**

Time: Varies from 8:00am - 5:00pm.  
Room: EMBA Room  
Professor: Dr. Steve Werner  
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Website: [www.cba.uh.edu/~werner](http://www.cba.uh.edu/~werner)  
Office Hours: After class or by appointment.

### **COURSE OBJECTIVE**

This course is designed to familiarize participants with general management concepts, theories, and practices while improving management skills. Course topics include the business environment, management decision making, ethical behavior and social responsibility, planning and controlling, organizing, human resource management, leadership, motivation, and business communication. Participants also improve their teamwork, presentations, and decision-making skills through group presentations, case studies, and experiential exercises.

### **ACADEMIC HONESTY**

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook, which can be found at <http://www.uh.edu/dos/hdbk/acad/achonpol.html>. Students are expected to be familiar with this policy.

### **ACCOMODATIONS FOR STUDENTS WITH DISABILITIES**

The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner.

### **COURSE EVALUATIONS**

The CBA has a policy that requires all of its instructors to be evaluated by their students. The results of these 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 the CBA through the evaluation process.

## **CLASSROOM CIVILITY**

As students enrolled in courses offered by the Bauer College, you are expected to adhere to the ethical principles described in the Bauer Code of Ethics and Professional Conduct (Bauer Code), in addition to those required by the UH Student Handbook. You may review the Bauer Code by clicking on the following link - <http://www.bauer.uh.edu/BCBE/BauerCode.htm>. You may obtain a copy of the UH Student Handbook from the Dean of Students Office located in room 252 of the University Center, or by visiting the publications webpage on the Dean of Student's website at <http://www.uh.edu/dos/pub.html>. Students are expected to conduct themselves as follows:

- Timely arrivals and departures – It is expected that you arrive on time and prepare to leave after class has been dismissed.
- Attention during class – It is expected that you provide your full attention during class. This means that you should avoid unnecessary discussions with fellow students; using your computer to surf the internet, play games, or check email; read newspapers or magazines; or other activities not directly related to the classroom instruction.
- Unauthorized use of cell phones or beepers during class – Please turn your cell phones and beepers off before coming to class. If you find it necessary to keep your phone turned on, please put it on vibrate mode.
- Respect for other students – Everyone is encouraged to participate in class discussion. While doing so, it is important to allow everyone to fully express his or her opinion. The classroom environment must be operated in a manner that encourages full participation from each student.
- Preparation for class – You are expected to prepare for class by reading all assignments. Your preparation will show by the quality of your questions and comments.
- Harassment – Making harassing or obscene comments or gestures to other students, faculty, or staff members will not be tolerated. This includes sending harassing or obscene email or voice messages to other Bauer students, faculty, or staff.

## **Blackboard Vista**

Blackboard Vista will be used in this class as a course management tool. Specific options for this class are described below. To access Blackboard Vista, please obtain a Blackboard Vista ID and login at: <http://www.uh.edu/webct>. If you have questions about Blackboard Vista or need technical assistance, you can click on the “get help” link on the Blackboard Vista website, call the help-line at 713-743-1411 (M-F 8am-8pm), or visit the IT Support Center in room 56 of the library (M-F 8am-8pm). Contact me for any course-related questions.

- **E-Mail**  
Use the e-mail option to e-mail me or your classmates within Blackboard Vista. Outside e-mail addresses are not needed. Simply select your recipient(s) using the “Browse” function.
- **Grades**  
Use this tool to access your grades for this class including exams, presentations, and the final course grade.
- **Calendar**  
This tool can be used to organize your schedule for all your Blackboard Vista courses.

## **REQUIRED TEXTS**

Robbins, S.P., & Judge, T.A. 2010. *Essentials of Organizational Behavior, 10<sup>th</sup> Edition*, Upper Saddle River, NJ: Pearson/Prentice Hall.

Jackson, S.E., Schuler, R.S., & Werner, S. 2009. *Managing Human Resources, 10th Edition*, Mason, OH: South-Western, Cengage Learning.

## **DETERMINANTS OF THE TERM GRADE**

### **PERCENTAGES**

Three Exams	= 60%
Current issue group presentation	= 15%
Contribution	= 25%
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Total	= 100%

### **POINTS**

Point values are as follows:

Three Exams (40 pts each).....	120 points
Current Issue Presentation.....	30 points
Contribution.....	50 points
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Total.....	200 points

## GRADES

Grades will be based on the following point totals:

A .....	186.0 - 200.0 points
A-.....	180.0 - 185.9 points
B+.....	174.0 - 179.9 points
B .....	166.0 - 173.9 points
B-.....	160.0 - 165.9 points
C+.....	154.0 - 159.9 points
C .....	146.0 - 153.9 points
C-.....	140.0 - 145.9 points
D+.....	134.0 - 139.9 points
D .....	126.0 - 133.9 points
D-.....	120.0 - 125.9 points
F .....	000.0 - 119.9 points

## EXAMS

Four exams will be given. The exams will be worth 40 points each. The exams will be comprised of definitions, and short-answer questions. Exams are closed book and closed notes. Exams will be based on the readings, lectures, and cases of the previous class.

## CONTRIBUTION

Classroom lectures, discussions, experiential exercises, skill builders, case discussions, informal small group presentations, and other group activities are a vital part of this course. A minimum requirement for each class meeting is to have read the assigned material from the texts. Students are expected to express opinions, comments, and insights relative to discussion topic. Students are also expected to participate in all class activities. Excessive tardiness and absenteeism will negatively affect your contribution grade. Disrupting the class (e.g., cell phones, pagers, bringing children to class etc.) will significantly reduce your contribution grade. Contribution is worth 50 points.

## CURRENT ISSUE GROUP PRESENTATION

Students will form groups to give a formal 25-30 minute presentation on a current issue in Organizational Behavior or Human Resource Management. Presentations are worth 30 points each. Half of the points are a group score based on content and overall timeliness. The remaining 15 points are an individual score based on each student's presentation style and professionalism. Each group is required to locate recent articles related to one of that days topics. The articles should come from *Harvard Business Review*, *Time*, *Newsweek*, *The Wall Street Journal*, *Inc.*, *Fortune*, *Business Week*, *Forbes*, etc., or a practitioner or academic journal. Groups must turn in a copy of the articles and a printed copy of their PowerPoint slides right before their presentation. The current topic presentation is worth 30 points. Presentations will be graded on their relevance to the class, timeliness, professionalism, quality of presentation, and content as shown on the following presentation grading form.

**Presentation grading form.**

**CURRENT ISSUES GROUP PRESENTATION EVALUATION**

Name, Group \_\_\_\_\_

Date \_\_\_\_\_

Time Start \_\_\_\_\_

Time Finish \_\_\_\_\_

DIMENSION	Score	COMMENTS:
<i>Timeliness</i>		
Professionalism		
Overheads Consistency Clarity Typos Aesthetics Other		
Non-Verbal Communication Eye-contact Movement Hands Other		
Verbal Communication Verbal pauses Conversational Tone Other		
<i>Organization</i> <i>Title</i> <i>Roadmaps</i> <i>Conclusion</i> <i>Other</i>		
<i>Content</i> <i>Coherence</i> <i>Relevance</i> <i>Value Added</i> <i>Other</i>		
<i>Articles and Slides</i>		
<b>TOTAL GRADE</b>		Out of 30 points.

ASSIGNMENT SCHEDULE

<u>Date</u>	<u>Topic</u>	<u>Readings</u>	<u>Pages</u>
August 27 <sup>th</sup>	Introduction		
<b>AM</b>	Introduction to the course		
	Presentation expectations		
	Introduction to Organizational Behavior	Robbins, Chapter 1	1-13
	Introduction to Human Resource Management	Jackson, Chapter 1	3-30
	<i>Group Formation</i>		
<b>PM</b>	Individuals, Decision Making, and Staffing		
	Personality	Robbins, Chapter 2	14-31
	Decision Making	Robbins, Chapter 3	32-46
	Job Attitudes	Robbins, Chapter 4	47-61
	Emotion	Robbins, Chapter 7	96-111
	<i>Experiential Exercise</i>		
	Recruiting	Jackson, Chapter 6	189-224
	Selection	Jackson, Chapter 7	229-264
	<i>Group Work Time</i>		
Sept. 11 <sup>th</sup>	Motivation		
<b>AM</b>	<i>Exam #1</i>		
	<i>Current Issue Group Presentation</i>		
	Motivation Fundamentals	Robbins, Chapter 5	62-79
	Motivation Applied	Robbins, Chapter 6	80-95
<b>PM</b>	Rewards		
	<i>Experiential Exercise</i>		
	Compensation Practices	Jackson, Chapter 10	355-391
	Pay for Performance	Jackson, Chapter 11	395-431
	Benefits	Jackson, Chapter 12	435-468
	<i>Case Analysis – The overpaid bank tellers</i>	Jackson,	393
Sept. 24 <sup>th</sup>	Leadership		
<b>PM</b>	<i>Exam #2</i>		
	<i>Current Issue Group Presentation</i>		
	Leadership	Robbins, Chapter 11	159-180
	Performance Management	Jackson, Chapter 9	313-350
Sept. 25 <sup>th</sup>	Teamwork		
<b>PM</b>	Group Behavior	Robbins, Chapter 8	112-128
	Work Teams	Robbins, Chapter 9	129-142
	<i>Case Analysis – 360 Degree Appraisals at GE</i>	Jackson,	352-353
	<i>Experiential Exercise</i>		

ASSIGNMENT SCHEDULE continued

<u>Date</u>	<u>Topic</u>	<u>Readings</u>	<u>Pages</u>
October 8 <sup>th</sup> <b>PM</b>	Negotiation <i>Exam #3</i> <i>Current Issues Group Presentation</i> Negotiation Labor Relations	Robbins, Chapter 13 Jackson, Chapter 12	194-211 507-541
October 9 <sup>th</sup> <b>PM</b>	Power & Politics <i>Experiential Exercise</i> Communication Organizational Politics <i>Experiential Exercise</i>	Robbins, Chapter 10 Robbins, Chapter 12	143-158 181-193
October 22 <sup>nd</sup> <b>PM</b>	Organizational Culture & Strategy <i>Exam #4</i> <i>Current Issues Group Presentation</i> Organizational Structure Organizational Culture Organizational Strategy Planning and Change	Robbins, Chapter 14 Robbins, Chapter 15 Jackson, Chapter 2 Jackson, Chapter 3	212-229 230-244 35-67 73-108
October 23 <sup>rd</sup> <b>PM</b>	Organizational Development <i>Case Analysis – Levi Strauss</i> Organizational Development Training and Development <i>Experiential Exercise</i>	Jackson, Robbins, Chapter 16 Jackson, Chapter 8	70-71 245-260 269-309

The schedule is tentative and may change due to situational factors.