

Fall 2016: MGMT 3611 Adv. Management & Organizational Behavior

Tuesday/Thursday @ 11:00am – 12:15pm; Room 333 SSB

Instructor: Emily Lane

Phone: 578-7514 (cell) or 516-6297

Email: laneem@umsl.edu

Office: 457SSB – International Business Institute

Office Hours: By Appointment, OR Email or Text/Call Questions via **314-578-7514**

Prerequisites:

Junior standing (minimum of 60 credit hours), Grade of C- or higher in BA3600, & an overall GPA of 2.0

Building upon MGMT 3600, course provides a more detailed examination of motivation, leadership, group process, decision making, job design, and organizational development. In addition to providing more detail in terms of content, this course provides the student with considerable practical experience through the use of class exercises, projects, and class discussions.

Reading Materials: *Organizational Behavior, 10th edition.*

Kreitner, Robert & Kinicki, Angelo (2013). McGraw-Hill Irwin, United States of America.

- You must use the **10th edition** of the textbook.
- This textbook is **required** and **important** for tests.

4 Exams: (72% total) each test is 18% of grade and 72 multiple choice questions.

You will have a 5-day window to take each exam. You must schedule with the **Online-Testing Center (OTC)** to take your exams during the 5-day testing window and during the **OTC's** open hours. An assigned exam will not be available after the 5th (last) testing-window day. **Please note: if you do not take the assigned exam by the 5th (last) testing-window day, you will receive a 0% for that exam grade.**

If you have a conflict with scheduled test-windows, you may take the test earlier than the scheduled test dates:

Taking Exam Early (i.e., Prior to Testing Windows):

- You are responsible for getting my approval and then scheduling your appointment!
- Arrangements with the Campus Testing Center (CTC) in **93 J.C. Penny (314-516-6396)** can be made to take exams earlier than scheduled.
 - You must let me know 1 week in advance from your scheduled time or you can't take the exam early. If I do not know you need to take the exam early, the exam will not be at the CTC!

2 Projects: (28% total; 14% Cultural Audit, 14% Change Implementation Analysis)

Project #1: Cultural Audit of chosen company. You will do a cultural analysis of a company (includes but not limited to a summary description of organization, discussion of present organizational culture including all cultural artifacts, ETC. Paper should be at least 14 pgs.

Project #2: Change Implementation Analysis for project #1 company. Your second project is based on the following hypothetical scenario: your company (from project #1) is going through significant structural change. Your job as a change agent is to propose to upper management how to encourage the employees of your company to embrace the upcoming changes. The project #2 write-up should consist of your analysis of the effects of significant change on the organization's workforce and the proposed actions to address the change impact on employee attitudes and behaviors. Paper should be at least 14 pgs.

Extra-Credit Opportunities via Practice Tests and Class Attendance:

You may earn 10 participation points per each Test Period by attempting the practice test associated with each actual Test/Exam **AND** class attendance points taken randomly during each testing period. I highly encourage you to not miss class and to attempt each practice test before each associated due date.

Instructor/Student Communication

I encourage all students to contact me if there are any issues regarding the class, semester, etc. Here are a few rules/guidelines to optimize communication:

1) Email:

- a. **You must list the course and section # (for ex: MGMT3611 night).** If you are emailing me regarding an assignment, put the assignment title in the subject line
- b. You must save a copy of the email in your Sent Files, in case I don't receive it. If I don't have a copy, I will **ONLY** accept you sending the copy stored in your Send files. This is especially important if you are sending me an assignment. Most assignments, however, will not be accepted via email.
- c. **Do not put questions or inquiries into an email with an assignment; rather send a separate email, with the course number (MGMT 3611 night) and the term "question" in the subject line.**

2) Phone Calls

- a. Call me via Cell Phone (314-578-7514).
- b. I turn my cell to quiet after 9pm – so leave a message – and I really don't like late phone calls (emergencies are the exception). But I am often on the computer late at night and have no problem returning emails late at night.
- c. If I don't answer the phone, please leave a message with your return phone number and the reason why you are calling. Hint: Often I just can't answer the phone fast enough before it goes to voice mail, so try calling me again. If I don't answer the phone on your 2nd call – please leave a message with your return phone number and the reason why you are calling.

3) Returning your emails/phone calls:

I will do my best to return your phone call/email with in 36 hours. If I haven't, please call or email me again.

4) Face-to-Face meetings are by appointment

MGMT 3611 Testing Window Dates and Material covered

Exam 1 Testing Window: Tues. (9/13/16) – Sat. (9/17/16) in the ONLINE-TESTING CENTER

Chpt 2: Managing Diversity: Releasing Every Employees Potential
Chpt 3: Organizational Culture, Socialization, and Mentoring
Chpt 4: International OB: Managing across Cultures
Chpt 5: Key Individual Differences and the Road to Success

Exam 2 Testing Window: Tues. (10/11/16) – Sat. (10/15/16) in the ONLINE-TESTING CENTER

Chpt 6: Values, Attitudes, Job Satisfaction, and Counterproductive Work Behavior
Chpt 7: Social Perception and Attributions
Chpt 8: Foundations of Motivation
Chpt 9: Improving Job Performance with Goals, Feedback, Rewards, and Positive Reinforcement

Exam 3 Testing Window: Tues. (11/8/16) – Sat. (11/12/16) in the ONLINE-TESTING CENTER

Chpt 10: Group Dynamics
Chpt 11: Developing and Leading Effective Teams
Chpt 12: Individual and Group Decision Making
Chpt 18: Managing Change and Stress

Exam 4 Testing Window: Tues. (12/6/16) – Sat. (12/10/16) in the ONLINE-TESTING CENTER

Chpt 13: Managing Conflict and Negotiating
Chpt 15: Influence, Empowerment, and Politics
Chpt 16: Leadership
Chpt 17: Organizational Design, Effectiveness, and Innovation

Project Due Dates:

- **Project #1 (Cultural Audit) – Monday, October 24, 2016 / Emailed to laneem@umsl.edu by 11:59pm in PDF file format.**
- **Project #2 (Change Implementation Analysis) – Monday, December 5, 2016 / Emailed to laneem@umsl.edu by 11:59pm in PDF file format.**

Assignment Late Penalties: -5 points per late day.

Scheduling your Exam: **Please schedule early!**

There are limited spaces in the Online Testing Center (OTC) and the appointments fill-up fast.

If there are no appointments available via the OTC scheduling system (via OTC Link folder), you will have to go to the OTC as a WALK-IN.

To schedule a test taking appointment, use the **Online Testing Center (OTC)** Online Appointment Scheduling System; a link to this website is in your course folder on MyGateway. You can logon to this system using your SSO ID and password. You will receive an email confirmation of your appointment, and a notice will be entered into your MyGateway calendar.

If you have difficulty using the Online Appointment Scheduling System, you can contact the **OTC** by email umslon@msx.umsl.edu. You must be sure to provide the necessary information: Gateway ID, name, class, class number, test number, date, and time. If scheduling an appointment by email, you should review the OTC schedule to insure they request appointments during opening hours (when you use the online system for making an appointment you will only be able to schedule an exam during opening hours).

Also, if scheduling an appointment by email, you should insure you request a time that will allow sufficient time to complete the exams (the online system automatically schedules a time slot based on the time limit set for the exam by the instructor). You will not be allowed to finish tests past the closing time of the OTC.

If no appointments are available via the OTC scheduling system, you will have to go in to the OTC to take the test as a WALK-IN. The following is a statement from the OTC regarding **walk-ins**:

“At crowded times, usually just toward the end of the semester for finals and possibly mid-terms, the OTC appointment system will indicate that the center is “full.” Some students will be unable to make an appointment. (If this is the case) **walk-ins** are allowed. Students who need to come as a **walk-in** should avoid the first hour of the day and also arrive at least three hours before the posted closing time.”

OTC Location: The OTC is located in room **94** (formerly 75) **J.C. Penny Building Conference Center** (Building 2 on the [North Campus Map](#))

Books, papers, cell phones, and pagers are not allowed in the testing room. You should leave these items at home or check them with the proctor prior to taking a test. You should not bring children to the OTC. Children are not allowed in the testing room, and cannot stay unattended at the center.

Technology Requirements:

As a student in an online course, you are expected to have reliable internet access almost every day. If you have computing problems, it is your responsibility to address these or to use campus computing labs. Problems with your computer or other technology issues are not an excuse for delays in meeting expectations and missed deadlines for the course. If you have a problem, [get help in solving it immediately](#). At a minimum, you will need the following software/hardware to participate in this course:

1. Computer with an updated operating system (e.g. Windows, Mac, Linux)
2. Updated Internet browsers ([Apple Safari](#), [Internet Explorer](#), [Google Chrome](#), [Mozilla Firefox](#))
3. Ability to navigate [MyGateway](#) (Blackboard Learning Management System)
4. Minimum Processor Speed of 1 GHz or higher recommended.
5. DSL or Cable Internet connection or a connection speed no less than [6 Mbps](#).
6. Media player such as [VLC Media Player](#).
7. Adobe Flash player (free): <http://get.adobe.com/flashplayer/>
8. Adobe Reader or alternative PDF reader (free): <http://get.adobe.com/reader/?promoid=HRZAC>
9. Oracle Java plugin (free): <http://java.com/en/download/index.jsp>
10. Microsoft Silverlight plugin (free): <http://www.microsoft.com/getsilverlight>
11. A webcam and/or microphone is **highly recommended**.

If this is your first online course, it is recommended that you complete the [Online Course Orientation](#) listed in your MyGateway course list. If you've already completed the orientation, you do not have to retake it but you can refer to it for helpful videos and tutorials about the technologies used in this course.

Assessment/Grading

Grade Composition: Final Letter Grades in the class are based on the following grading scale: A = 90%-100%, B = 80%-89.99%, C = 70%-79.99%, D = 60% - 69.99%, and F = 59.99% and below. I reserve the right to use +/- for borderline grades, and I will determine what constitutes a borderline grade. Remember: a 90% is an A, 80% is a B, 70% is a C, and 60% is a D.

Grading Scale: The UMSL Grading System is based on a four-point scale. The grade value for each letter grade is as follows:

A = 4.0
A- = 3.7
B+ = 3.3
B = 3.0
B- = 2.7
C+ = 2.3
C = 2.0
C- = 1.7
D+ = 1.3
D = 1.0
D- = 0.7
F = 0
EX = Excused
DL = Delayed
FN = Failure/Non Participation

Feedback and Grading Timeline: Typically, test grades will be posted in approximately 48-72 hours after the associated testing window is closed. The estimated time for returning grades/feedback of case studies is approximately 2 weeks after the case study due date. Participation points will be added to the associated test grade, and an email indicating participation points have been updated will be sent to students.

Course Policies

1. Participation/Attendance Policies

To encourage attendance of Live Collaborate Online class, attendance points are given to those who are signed in and participating during the Live Collaborate Online class. Any earned attendance points will be considered extra credit and added to a test grade. **The extra credit attendance points are only for attending Live Collaborate Online class. If you do not attend Live Collaborate Online Class at the scheduled time, you will not have the opportunity to earn extra credit points. (Simply listening to the archived lectures does not count for attendance points.)**

2. Academic Integrity/Plagiarism

- You are responsible for being attentive to and observant of University policies about academic honesty as stated in the University's Campus Policies and Procedures in the [Triton Manual](#) (p. 30)
- Academic dishonesty is a serious offense that may lead to probation, suspension, or [dismissal from the University](#). One form of academic dishonesty is plagiarism – the use of an author's ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by copying information from another student. **Plagiarism and cheating are not acceptable.**
- Academic dishonesty will be reported to the Office of Academic Affairs for possible action. The instructor will make an academic judgment about the student's grade on that work and in that course. The campus process regarding academic dishonesty is [described in the "Policies" section of the Academic Affairs website](#)
- For this class, any written projects or case studies must utilize APA or MLA formatting, especially for citations.
 - Please note the following:
 - A. Plagiarism is the use of another person's words or ideas without crediting that person. Plagiarism and cheating will not be tolerated and may lead to failure on an assignment, in the class, and dismissal from the University, per the [UMSL academic dishonesty policy](#).
 - B. Students are responsible for being attentive to and observant of campus policies about academic honesty as stated in the [University's Student Conduct Code](#).

3. Title IX Policies

Mandatory Reporting:

Under Title IX, all UMSL faculty, staff, and administrators (with limited exception) are obligated to report any incidents of sexual harassment, sexual misconduct, sexual assault, or gender discrimination to the Student Affairs office and/or other University officials. This ensures that all parties are protected from further abuses and that victim(s) are supported by trained counselors and professionals. Note: There are several offices at UMSL whose staff are exempt from Title IX mandated reporting, when the information is learned in the course of a confidential communication (e.g., Counseling Services, Health Services, Community Psychological Service, Center for Trauma Recovery, and Student Social Services).

Trigger Warnings:

This course involves topics and/or media that may be emotionally disturbing, graphic, or otherwise sensitive in nature including stereotyping and sexual harassment. I will try to provide specific warnings before each instance. I believe these topics (or materials) are important to the course because these are real-world examples of how perceptions affect behavior. If you believe this may be a barrier to your learning environment, please contact me to discuss possible assignment or course alternatives.

Student Resources

Gateway for Online and Adult Learners (GOAL)

Web: <http://umsl.edu/goal>

The GOAL office provides you with personalized services and access to resources to help you be successful in your online course(s). Contact us for virtual and traditional support, tutorials on technology tools in your course, coaching for online learning success. We even have free coffee and a space to hang out.

Access, Disability and Communication

This University abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) which stipulates that no student shall be denied the benefits of an education solely by reason of a disability. Disabilities covered by law may include, but are not limited to, learning disorders, attention deficit disorders, hearing loss, vision loss or mobility impairments. If you have a disability that may have some impact upon your work in this class for which you may require accommodations, please contact the Disability Access Services Office:

- 144 Millennium Student Center
 - Phone: (314) 516-6554
 - Email: linder@umsl.edu
 - Web: <http://www.umsl.edu/services/disability>
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If you have difficulty communicating in English with the instructor of this course, contact the Office of International Students and Scholar Services:

- Phone: (314) 516-5229
- Email: iss@umsl.edu
- Web: <http://www.umsl.edu/~intelstu/contact.html>

Technical Support

My Gateway (Blackboard): If you have problems logging into your online course, or an issue within the course site, please contact the **Technology Support Center**:

- Phone: (314) 516-6034
- Email: helpdesk@umsl.edu
- Web: <http://www.umsl.edu/technology/tsc/>

If you are having difficulty with a technology tool in MyGateway (wiki, Voicethread, Kaltura, etc.) consider visiting the **Online Course Orientation** in your [MyGateway course list](#). The orientation has overviews of each tool and tutorials on how to use them.

Blackboard Collaborate: If you have any questions regarding Collaborate, contact the Faculty Resource Center:

- Phone: (314) 516-6704
- Email: frc@umsl.edu
- Web: <http://www.umsl.edu/technology/frc/>
- Outside normal office hours, you may also contact Collaborate for 24/7 assistance:
 - Phone: (877) 382-2293
 - Chat: <http://support.blackboardcollaborate.com>

VoiceThread

- Email: pro-support@voicethread.com
- Online Form: <https://voicethread.com/support/contact/>
- Web: <https://voicethread.com/support/howto/Basics/>

Academic Support

The Online Writing Center: At our My Gateway site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access Turnitin, which identifies quoted material in their essays.

- Visit the online Writing Lab page on MyGateway to submit drafts online.
- We try to respond within 48 hours, but it may take longer, so allow ample time.

NetTutor: Online tutoring in many subjects is now available through NetTutor. In your courses on MyGateway, click on Tools and select NetTutor® to log in.

Student Retention Services offers assistance tailored to specific student needs.

- 225 Millennium Student Center
- Phone: (314) 516-5300
- Email: umslsrs@umsl.edu
- Web: <http://www.umsl.edu/~umslsrs/>

**Online Class Netiquette/behavior

- **Be self-reflective** before you post an emotional response and reread what you have written to be sure it is positive. Think of your comments as printed in the newspaper. Your online comments will be seen, heard and remembered by others in the class.
- **Use effective communication.**
 - Avoid the use of all caps or multiple punctuation elements (!!!, ??? etc).
 - Be polite, understate rather than overstate your point, and use positive language.
 - If you are using acronyms, jargon or uncommon terms, be sure to explain them so everyone can understand and participate in the discussion.
- **Ask for clarification** to a point if you feel emotional from a classmate's post. It is likely that you misunderstood his/her point. This strategy will also help you step away from the intensity of the moment to allow for more reflection.
- **Sign your name.** It is easier to build a classroom community when you know to whom you are responding.
- **Foster community.** Share your great ideas and contribute to ongoing discussions. Consider each comment you make as one that is adding to, or detracting from, a positive learning environment for you and your classmates.
- **Be constructive.** You can challenge ideas and the course content, but avoid becoming negative online. When you disagree politely you stimulate and encourage great discussion. You also maintain positive relationships with others with whom you may disagree on a certain point.
- **Keep the conversation on topic** by responding to questions, adding thoughtful comments about the topics at hand. Online dialogue is like conversation. If there is a particular dialogue going on, please add to it, but if you have something new to say, please post it in another thread.
- **Define your terms.** When using acronyms or terms that are particular to your field (or new to our course), please define them for others.