



University of New Hampshire at Manchester

ADM620 Organizational Behavior Spring 2006

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COURSE PHILOSOPHY AND APPROACH

This course studies what people think, feel and do in organizational settings, focusing on individual, interpersonal, group and organizational processes. The primary objective of this course is to help you understand and manage organizational dynamics as effectively as possible. We will do this through: analysis of readings; papers written by teams as well as individually; reflecting on your hands-on, real-time experience in organizations where you work(ed) and in teamwork here; and practice opportunities in class sessions and team exercises. The required readings and lectures will provide you with abstract knowledge about organizational behavior processes and structures; your semester-long "OB team" experiences, as described below, will provide skill-building opportunities to help manage your own and others' behaviors in organizations in the future.

By the third week of class, I will have selected semester-long teams with 4-6 students in each small task group. Team members will spend the entire semester interacting *intensely* through a variety of planned and spontaneous activities. In addition to your routine deliverables this term (preparation for class, papers, quizzes and exams), each "OB Team" will prepare a formal analysis of a local organization or business, producing a professionally written case report and delivering a formal presentation about that organization. Your OB Team, in effect, will be an organization, one in which each individual is (1) likely to experience anxiety, confusion, frustration, counterproductivity, moral dilemmas, and conflict *but also* is (2) likely to contribute to a *collective* intelligence, wisdom, trust, affection, commitment, responsibility, effectiveness, efficiency, achievement, and pride. Classroom exercises and applications will engage you and your OB Team members to practice and more fully explore your capabilities in these essential areas in a real-time mode.

Thus, the specific learning objectives of this course are to:

- (1) Increase awareness of your own and other people's emotional, cognitive, and behavioral patterns and their implications for effective performance in organizations;

- (2) Understand and gain first-hand experience in applying course concepts and theories to all types of organizations -- including your own OB Team;
- (3) Develop your own and your team's abilities and skills in articulating course concepts through oral presentation and written papers;
- (4) Become a more informed evaluator of organizations in your role as a current or future employee and/or employer;
- (5) Develop your own and your teammates' abilities to continuously improve and to actively contribute to your current and future organizations as both a good leader and a good follower; and
- (6) Further develop your own, unique, personal set of beliefs and guiding principles about the meaning and value of the work you and others do in organizations.

Required Text: *Organizational Behavior: Emerging Realities for the Workplace Revolution*, by McShane & Von Glinow, 3rd Edition (McGraw Hill, 2005). The text includes an Interactive Study Guide on CD-ROM and access to the McGraw-Hill PowerWeb course site. This is available at the UNHM bookstore. The internet site for this text is: www.mhhe.com/mcshane3e.

In addition, a **BlackBoard** course website for ADM620 will also be employed throughout the term. Active use of BlackBoard is a **required** component of this course; website access on at least a weekly basis is a **minimum** requirement for ADM620. The main website for BlackBoard access is: <http://blackboard.unh.edu>

COURSE REQUIREMENTS AND GRADING POLICY

Grading for ADM620 will be based on the following Course Requirements:

Quizzes {3 quizzes, of which 2 will count}	10%
Team Performance and Project Plan	5%
Team Project and Presentation	25%
Reflection Papers (3 papers)	15%
Midterm Exam	10%
Final Exam	15%
Participation (class, team, team learning)	20%
Possible TOTAL	100%

Specific due dates for all of the course's graded components are provided on the attached Class Schedule, and are described below.

- 1. Quizzes:** A total of 3 scheduled quizzes will be given during the semester. Of the 3, only the top 2 will count toward your grade. So, you may "drop" your lowest quiz grade. For that reason, there will be *no make-up quizzes given*. Each quiz will be worth 5% of the total grade. They will be given *at the start of class* on the date scheduled. If you are late to class, you will likely miss the quiz, so be on time. You will not get extra time to take or complete a quiz if you are late. Quizzes will be based on readings and material from lecture and discussion classes. Emphasis will be placed on understanding and application of the theories and concepts taught in class.
- 2. Team Performance and Project Plan:** This assignment will be completed with your assigned OB Team, following specific course guidelines. In order to manage a team of peers, which you will be expected to do throughout the semester, you must first establish what is acceptable and unacceptable performance within the team. Your team, therefore, will develop a Team Performance Plan that clearly and specifically identifies what is expected of each team member, and how team and individual performance will be addressed. In addition, you will develop a Project Plan, which will include a timeline and specific roles required for completing your team project. Since this is your team "Contract," it must be developed and signed by all team members.
- 3. Team Project and Presentation:** The team project, which you will develop and carry out in your OB Team, will culminate in a 10 to 15 page term paper and a 15 minute team presentation to the class of your findings. Presentations are expected to be polished, use appropriate visual aids, and include all team members. Presentation skills will be addressed in class. The quality of your presentation will be a factor in your final grade for the project. Detailed instructions for the project will be provided.
- 4. Reflection Papers:** You are encouraged to keep a weekly journal in which you reflect on what you are learning in the course, chronicle your team experiences, (recording your observations, thoughts, actions, etc.), and apply course concepts and theory to your experiences. Using the journal as a basis for analysis, you will write 3 Reflection Papers throughout the semester: a Mid-semester Reflection Paper (5%), and a Final Reflection Paper (10%), along with a Self-Assessment at the start of the semester. Detailed instructions will be provided.
- 5. MidTerm Exam:** The Midterm exam will be a traditional examination-style format (with multiple choice, short answer questions, and many essays), held in class on March 7th.
- 6. Final Exam:** The format of the final exam will be a lengthy essay where you will analyze aspects of your team experience and to apply specific course concepts to illustrate what you have learned in the course. The Final Exam will be conducted in class during our final class session on May 9th.

7. **Participation:** The Business Program at UNH Manchester is a professional program. Therefore, in ADM620, you will be held to the same professional standards you are most likely to encounter in work situations, i.e., regular and timely attendance, support of your fellow workers/students, demonstration of your willingness to be team player, and your ability to contribute to the overall learning and performance of your team. Perfect attendance is an important goal in this course due to the significant team emphasis and experiential learning components here; if you cannot prevent missing a class session you must communicate this *in advance* with your OB Teammates (and with your instructor).

The **Participation** grade has 3 components: (a) *Class Participation:* To earn points for class participation, you must clearly show that you take the professional standards seriously by coming to class prepared, ready and willing to participate in class discussions. (b) *Team Participation:* Your participation on your team will be assessed. It is expected that you will be an active participant in team exercises in class and in team activities/meetings/decision making outside of class. It is also expected that you will be a productive contributor to all of the team's assignments. (c) *Team Learning:* As a member of a team, you are expected to support, encourage, assist and contribute to the learning of each member of your team. Your ability to "coach" teammates and help others learn course concepts will also be assessed as part of your overall participation grade. Participation points will be deducted for, among other things, absences, late attendance/early departures, being unprepared for class, inadequate use of the course website or being out of e-mail contact, lack of contribution to the team, etc. You will be best served by preparing thoroughly, staying on top of your course responsibilities, and coming to class ready and open to learn.

Regarding All Written Assignments For ADM620: All papers must be typed, double-spaced (12-point font), page numbered and stapled or bound. Research papers must also have proper citations and include a bibliography. Handwritten papers will not be accepted. Each paper must have a cover page with your name (or OB team), course, professor's name and date. Papers must be submitted on or ahead of their due dates. Papers are due, at the latest, **at the start of class** on the day they are due. Papers may not be handed in outside of class except by special arrangement with the instructor. Papers handed in after the beginning of class on the day they are due will be down-graded a full grade for each late day or part day, including Saturdays and Sundays, with the first day beginning after the class has begun. For example: a paper due at 6:00pm on Tuesday that is turned in at 7:00pm on Tuesday will lose one full grade; if the paper was a B+ paper, it will be recorded as a C+ due to lateness.

You are required to keep a copy of all written assignments for the entire semester.

CONTACT & COMMUNICATION

I currently have office hours planned for Tuesdays and Thursdays, 4-5 PM. In addition, I have provided contact information for you to reach me. Please do not hesitate to call me at home (before 11pm please). Also, I typically check my e-mail throughout the day. Similarly, you

should check your e-mail at least once a day, as I (and other faculty members) tend to send many e-mails during the course of the semester. These e-mails contain important course information and announcements, which I consider to be a part of your “participation” for this class. Please understand that if you elect not to check your e-mail regularly, beyond impacting your own learning process (and your course grade), you may be at a significant disadvantage compared to your fellow students.

In addition, please contact me if you have any concerns or can foresee some need for special consideration or unusual circumstances. Those with potential work-related conflicts or possible child-care challenges (e.g., due to snow-days, illness, etc.) should see me during the first week of the semester, or as early as practical, to talk through these issues.

ACADEMIC INTEGRITY

I expect you to exhibit ethical and honest work habits at all times. The Business Program at UNH Manchester holds a **Zero Tolerance** policy with respect to academic misconduct or misrepresentation. At a minimum, any confirmed violation of academic integrity will result in a failing grade for this class and may lead to expulsion from the Business major and/or dismissal from the university. If you are at all uncertain about the definition of misconduct, plagiarism, “cheating” or “academic dishonesty” please refer to the student handbook or the university website for a full description (at: <http://www.unh.edu/student/rights/rrr0506.pdf>). Please be aware that this issue is extremely serious and any confirmed incidents will be referred to the appropriate university administrator for additional disciplinary action, including the possibility of dismissal from the university.

Grades: Typically grades are based on an absolute scale as follows:

A	95-100	A-	90-95		
B+	87-90	B	83-87	B-	80-83
C+	77-80	C	73-77	C-	70-73
D+	67-70	D	63-67	D-	60-63
F	< 60				

LOGISTICS AND GROUND RULES

I have found that in almost all settings it is best to establish expectations up front. As such, here are some of my ideas on behavior and performance.

- 1. Attendance** - This class meets only once a week over fifteen weeks, and we have conceptual, personal and behavioral learning to accomplish, framed in large part by classroom discussion and exercises. It is important therefore that you attend every class. Come prepared, having read all advance readings, and be engaged during class discussions.

2. **Participation** - Thorough preparation and participation in class discussions are vital to your and everyone's learning. When you speak in class, your primary emphasis should be on quality as opposed to quantity.
3. **Punctuality** - Classes will begin on time, and I will make every effort to end them on time. As in all business situations, arrive on time and be ready to go.
4. **Professional Conduct** - This class may engender active dialogue. Be passionate, but also be professional. I expect and welcome open debate, but we must be respectful of the positions of others. Let's work together to create a positive, professional - and still challenging - atmosphere.
5. **The Written and Spoken Word** - As managers, the ability to write and speak well will set you apart from others in the business world. Build these skills throughout your careers, especially here at UNHM. I will look for quality, clarity, and depth in your work; avoid generalizations and jargon. Be organized, and use specific examples to back up your points.
6. **Timeliness** - The business world displays great fondness for due dates and deadlines. Prepare and submit your work on time. Build in slack time in your work processes to accommodate the unexpected.
7. **Communication** - Talk with me and share your concerns with me during the semester. I can't act upon something which I'm not aware of. Come to my office hours, set up appointments, or find me by e-mail if you have any questions or open issues. I'll commit to being responsive.
8. **Good Humor** - Despite all of the "rules" above, there is still plenty of room for creativity and laughter. It is possible to work hard, learn *and* have fun. I encourage you to be creative and enjoy yourself in the exercises and coursework this semester. Have some fun too.

Welcome to Organizational Behavior! I look forward to an interesting, engaging, and meaningful course. As always, what you will get out of a course is a function of what you put into it; this is especially so in an experiential course such as this.

With thanks to Professor Sandi Deacon and the OB team in the School of Management at Boston University and Professor Carole Barnett from UNH WSBE for their help in building this syllabus.

ADM620: Organizational Behavior Class Schedule		
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T	Jan 17	The Practice of Managing People Text: Chapter 1 Course Overview, Introductions Assign: Course Contract	Class 1
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Module 1: Understanding the Individual		
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T	Jan 24	Motivation: $B = f(I \text{ and } E)$ Text: Chapters 2, 3 Case: Sub-Arctic Survival Exercise Assign: MBTI; Self-Assessment Paper	Class 2
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T	Jan 31	Values, Attitudes, Perceptions, Preferences Text: Chapters 6, 7 QUIZ #1 Exercise: MBTI, Team-building <i>{OB Teams are formed today}</i>	Class 3
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T	Feb 7	Communication for Collaboration and Leadership Text: Ch 8 Exercise: Our Team Informative Presentation Reflection Paper #1: Self-Assessment Due	Class 4
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T	Feb 14	Performance and Reward Systems Text: Chapters 4, 5 QUIZ #2 Case: The Forgotten Group Member {Read before class}	Class 5
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Module 2: Managing Groups and Teams		
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T	Feb 21	Team Dynamics Text: Ch 9 Exercise: High Performing Teams Team Performance and Project Plan Due	Class 6
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T	Feb 28	Making Decisions, Managing Change, Learning from Action Text: Chapters 10, 11 Exercise: Project Planning, AAR on Performance and Project Plan	Class 7
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T	Mar 7	MIDTERM EXAM (in class)	Class 8
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UNH Spring Break March 13 – March 18. Enjoy.
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Module 2: Managing Groups and Teams (Cont'd)

T Mar 21	Managing Conflict and Negotiation Text: Ch 13	Class 9
	Exercise: Negotiation Cases Assign: Peer Feedback Instructions Reflection Paper # 2: Team Dynamics Due	
T Mar 28	Performance Feedback and Communication Text: Ch 12	Class 10
	Peer Feedback Reports Due Exercise: Performance Feedback; Action Plan	

Module 3: Leading the Organization

T Apr 4	Leadership – Driving Efficiency and Effectiveness Text: Ch 14	Class 11
	QUIZ #3 Case: Leadership Film and Discussion	
T April 11	Managing Organizational Culture Text: Ch 16	Class 12
	Exercise: Operation Transplant	
T April 18	Organizational Development Text: Ch 15	Class 13
	Case: Johnsonville Sausage	
T April 25	Managing Self, Groups and Organizations Text: Ch 18	Class 14
	OB Team Presentations ***** OB Team Projects due at the START of class today *****	
T May 2	Closure: Relationships and Careers Text: Ch 17	Class 15
	Exercise: Adjourning Peer Evaluations Due	
T May 9	FINAL EXAM (in class) Reflection Paper #3 Due: Final Reflections	



ADM620
ORGANIZATIONAL BEHAVIOR
INDIVIDUAL COURSE CONTRACT

- (1) I choose to be in this course and I agree to be responsible for that choice. Moreover, I agree that I, too, am responsible for creating value for myself in this course.
- (2) I agree to be on time to all sessions. If I am unavoidably absent, I will get the notes and insights from a classmate.
- (3) I agree to do the work that is assigned in this course. That means I will read the assigned material by the due date and be prepared to discuss it in class, and I will complete any background materials or readings pertaining to specific exercises or activities, before they take place.
- (4) I agree to maintain close outside-class communication contact throughout the term, including frequent e-mail monitoring (i.e., at least daily) and active use of the course's BlackBoard website.
- (5) I agree to respect the confidentiality of all participants in class and to keep the names of all students confidential except in circumstances where it is clear that my use of a name or names is appropriate and maintains the integrity of the class.
- (6) I agree to support the other team members of the class in keeping with their agreements and that I will be an active and committed teammate throughout the term.

Print your name (above)

Write your signature (above)

[Date]

**[PLEASE COMPLETE, SIGN, DATE, AND SUBMIT THIS CONTRACT
TO YOUR PROFESSOR BY THE 2ND CLASS SESSION.]**
