Organizational Behavior and Administration

MGT 5113-103

This course is designed to understand the relationship between various aspects of organizational environments and the behavior of organization members and the impact of management and leadership skills. The assigned readings have been selected to familiarize students with key concepts relating to individuals, groups and organizations. Class activities will primarily focus on how the concepts can be applied in a variety of “real world” settings. The relevant application of the theories and concepts to current organizational work environments and the management of people will be stressed. Contemporary issues and challenges confronting managers in modern organizations as a result of a complex, changing work force will also be discussed. Through completion of the course, students will better understand the forces that serve to influence their behavior as an organization member, and in turn, how their own behavior serves to influence those around them.

December 5-10, 2015
Building. D, Offutt AFB, Nebraska.
Saturday - Sunday 8:30 a.m. - 5:00 p.m.; Monday - Thursday 5:00 - 8:15 p.m.

Tyane Williams. Phone: 402-291-8879 or 402-294-0649; DSN 271-0649; Fax: 402-291-5402; E-mail: apoffutt@ou.edu

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Department of Management
Norman, OK 73019
Telephone Number: (405) 325-5729 (O)
E-mail Address: mbuckley@ou.edu
Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at http://www.bkstr.com/oklahomastore/home is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email 0831mgr@fheg.follett.com. Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m.
on Friday; 10 a.m. to 4 p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.


Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

Course Objectives:
At the end of this course students will be able to:

- Identify and discuss four organizational/leadership theories impacting work climates and organizational environments.
- Demonstrate an understanding of the history and emergence of contemporary organizational management.
- Discuss the importance of organizational behaviors relative to the management of current companies, businesses, military and agencies.
- Identify five organizational methods that create and enhance the opportunity for achievement in managing contemporary organizational environments.
- Develop a comprehensive personal profile that assesses organizational behavioral productive approaches to managing contemporary employees/workers.

Course Outline:
Lectures will not replicate readings and are to be used as a framework for class discussion, assignments and exams. Please note that the actual class presentations may be altered or extended to subsequent days dependent on class lectures and discussions. This is just an outline and we will use it as a guide and change as necessary.

I. Organizational Structure and Design
   a. Readings: Robbins book
      i. Chapter 1: Introduction to Organizational Behavior
      ii. Chapter 2: Foundations of Individual Behavior
   b. Class Activity: Organizational Traits and Attitudes

II. Leadership and Organizational Climate Development
   a. Readings: Robbins book
      i. Chapter 11: Leadership
      ii. Chapter 12: Power and Politics
   b. Class Activity: Situational Flexibility: Adapting to the Leadership Environment

III. Motivating in Organizations
   a. Readings: Robbins book
      i. Chapter 5: Motivation Concepts
      ii. Chapter 6: Motivation: From Concepts to Applications
   b. Class Activity: Defining a Motivational Style
   c. Mid-course Exam to be given during class

IV. Communication and Decision Making
   a. Readings: Robbins book
      i. Chapter 4: Perception and Individual Decision Making
      ii. Chapter 10: Communication
   b. Class Activity: Communications and Interpersonal Profile

V. Groups and Teams in Organizations
a. Readings: Robbins book  
   i. Chapter 8: Foundations of Group Behavior  
   ii. Chapter 9: Understanding Work Teams  

b. Class Activity: Individual and Group Decision Making  

VI. Group Projects  
   a. Readings: Robbins book  
      i. Chapter 16: Organizational Change and Development  
   b. Class Activity: Group Projects  

VII. Group Projects and Final Exam  
   a. Continuation of Group Projects  
   b. **Final exam** to be given during class  

**Assignments, Grading and Due Dates:**  

**Readings:**  
Complete assigned readings in the Robbins book as listed in course outline. All readings should be completed prior to the beginning of the first class. Additional readings may be assigned during class.  

**Pre-Course Paper:**  
Submit a brief paper (4-5 pages, typed, double spaced) describing a real or hypothetical organizational behavior problem. This can be relating to leadership, organizational restructuring, motivation, ethics, etc., or any problem that an organization must address or manage. You should explore the problem from an objective viewpoint. Then, from an organizational behavior perspective, you should design and suggest a solution to the problem. You should evaluate the effectiveness of the solution in terms of managerial and employee perceptions and also discuss the organizational behavior/human relations concepts and principles that you believe are most applicable to your approach to successfully solve the problem. Cite appropriate references as needed to support your ideas (please use a minimum of 3 references/citations).  
The purpose of this paper is to increase understanding of organizational behavior and management concepts and principles and how they are applied. Be clear and concise in your writing and carefully edit your paper.  
This assignment is **due on the first night of class**—please bring a hard copy.  

**In-Class Exercises, Activities and Discussions:**  
Participate in program design simulations or case studies for in-class exercises/activities. Class discussions will be based on the pre-assigned readings, lectures and in-class exercises.  

**Exams:**  
Two exams will be given. All exams will be based on readings, lectures, class discussions and in-class exercises.  

**Grading:**  
This is a letter-graded course: A, B, C, D, or F.  
A = 90-100%; B = 80-89%; C = 70-79%; D = 60-69%; F = below 60%  

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<tr>
<th>Assignment</th>
<th>Percent of Grade</th>
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<tbody>
<tr>
<td>Pre-Course Paper</td>
<td>25%</td>
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<tr>
<td>Mid-Course Exam</td>
<td>10%</td>
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<tr>
<td>Group Project</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
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**Notice:** Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Integrity and Student Conduct

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student’s academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc…in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc…; intimidation and interference with integrity process; and plagiarism. All students should review the Student’s Guide to Academic Integrity at http://integrity.ou.edu/students_guide.html

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at http://studentconduct.ou.edu/

Accommodation Statement

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

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INSTRUCTOR VITA
Michael R. Buckley, Ph.D.

Education
1985 Ph.D. in Industrial/Organizational Psychology, Auburn University

Current Positions
- Advanced Programs Professor since 1989
- Professor of Management and Professor of Psychology, University of Oklahoma
- Associate Professor, Division of Management, University of Oklahoma
- JC Penney Company Chair of Business Leadership

Frequently Taught Advanced Programs Courses
- MGT 5113 Organizational Behavior & Administration
- MGT 5513 Planning, Staffing & Development
- PSC 6143 Seminar In Public Organization Behavior
- MGT 6973 Seminar: Human Resource Management

Major Areas of Teaching and Research Interest
- Decision making in the selection interview
- Feedback processes in organizations
- Performance appraisal
- Organizational socialization processes
- Issues surrounding unethical behavior by students

Representative Publications and Presentations
Look me up on Scholar Google and you can see some samples of my published work.

Major Professional Affiliations
- Academy of Management
- American Psychological Association