

**Organizational Behavior and Management**  
**MANA 6A32 (Section 20976)**  
**Fall 2016**

Monday 6:00 – 9:00 p.m. (110 Melcher Hall)

Dr. Richard S. DeFrank

Office: 310G Melcher Hall

Phone: 713-743-4678

Fax: 713-743-4652

Email: [rdefrank@uh.edu](mailto:rdefrank@uh.edu)

Website: <http://blogs.bauer.uh.edu/defrank/>

Office Hours: Prior to class or by appointment

**Course Description:**

The goal of this course is to provide students with a more in-depth understanding of the behavior of people in complex organizations and, more specifically, an appreciation of the best practices that can be used in managing those people. The course will focus on principles of management that cover many aspects of organizational life (from selection, training and motivation to teams, leadership and communication), are supported by extensive research, and can be applied in most organizational settings. The hope is that exposure to these principles will give students a more critical perspective on organizations and guidelines for their own activities in current and future work environments.

**Textbook:**

Edwin Locke (Ed.), Handbook of Principles of Organizational Behavior. 2009 (2<sup>nd</sup> ed.), Wiley (softcover).

**Course Requirements:**

**Reading assignments:** A number of chapters are required reading for each class session, and our discussions will assume that everyone has read that portion of the text. There is a significant amount of material to cover, so please manage your time effectively and stay current with the readings.

**Participation:** We will be discussing each week's topics at length, and a variety of experiential exercises may be used throughout the semester. Participation in the discussions and exercises will be important to benefit fully from this course, and other

students (as well as the instructor) will benefit from hearing your experiences, perspectives, and ideas. Also, please feel free to ask questions, either during class, during office hours, or via electronic means.

**Examination:** There will be one examination. It will take place on **December 12<sup>th</sup>** and will be in the form of a multiple-choice, short-answer, and essay test.

**Application paper:** In order to apply the concepts discussed more fully, one application paper is required. You will select a principle from one of the chapters and write about whether that principle is employed in your present job, how effective it (or the actual practice that exists) seems to be, whether you would modify the current practice and how, and any other reactions you might have. If you are not currently employed, you may discuss situations in previous jobs, or if necessary you may interview someone fully employed outside the home regarding the principle in their position. For example, you might write on the selection process and what factors are looked at during hiring (chapters 1, 2 and/or 3), how performance appraisals are done (chapter 5), or whether and how your organization tries to enhance job satisfaction (chapter 6). The paper should be at least 5 pages long (double-spaced, 1" margins all around, 12 point font) and will be due on **December 5<sup>th</sup>**. A hard copy of the paper should be submitted in class and an electronic version through Blackboard. Papers submitted after the deadline will have 5 points deducted from the maximum possible score for each day late.

**Online video analysis:** You are to watch a video of Malcolm Gladwell speaking on the challenge of hiring in the modern world, located on the web at <https://www.youtube.com/watch?v=gLQC3EzDGr4>. You should then analyze this talk, addressing such issues as (1) the important issues he discusses, (2) whether you agree or disagree with his conclusions, (3) whether his observations match any of your experiences in the hiring process, and (4) how organizations might resolve the "mismatch problem". This analysis should be at least two pages long, using the same format as the application paper above, and will be due on **November 7<sup>th</sup>**. A hard copy of the analysis should be submitted in class and an electronic version through Blackboard. Papers submitted after the deadline will have 2 points deducted from the maximum possible score for each day late.

**Case analysis:** You are to purchase the following case from [www.iveycases.com](http://www.iveycases.com) once you have created a new student user account:

*Gravity Payments: \$70,000 Minimum Salary Company* (Product #9B16C001)

Read the case and address the following questions:

- (1) Who are the stakeholders that are affected by Price's decision?
- (2) What are the consequences of this decision for each stakeholder?

(3) Price experienced unexpected challenges from various stakeholders. What should he have done before increasing the employees' salaries?

(4) What would you recommend that Price do in the future?

This analysis should be at least two pages long, using the same format as the application paper above, and will be due on **November 28<sup>th</sup>**. A hard copy of the paper should be submitted in class and through Blackboard. Papers submitted after the deadline will have 2 points deducted from the maximum possible score for each day late.

### **Evaluation:**

Grades will be based on the final exam, the application paper, and the online discussions.

<u>Assignment</u>	<u>Date</u>	<u>Point Value</u>
Online video analysis	11/7	40
Case analysis	11/28	40
Application Paper	12/5	100
<u>Exam</u>	<u>12/12</u>	<u>100</u>
Total		240

Grading scale:	A = 222+	C+ = 184-191
	A- = 216-221	C = 175-183
	B+ = 208-215	C- = 168-174
	B = 199-207	F = 167 or below
	B- = 192-198	

### **Extra Credit:**

You may submit a news article (from the newspaper or a magazine or a reputable Internet site) on how one of the principles we have studied applies to a real world situation. You need to write at least one page or more of your own discussion regarding your reactions to the story. This document will not be graded, but it needs to be thoughtful, emphasizing how the article relates to the course and management issues, and why you think it is of interest. You must explicitly discuss how the article relates to a specific principle. The written document cannot be simply a review of the contents of the article. The document must be accompanied by a copy of the article itself. It is due by **November 21<sup>st</sup>**, and if I feel it is acceptable, **3** additional points will be added onto your total score. You may only submit one article and analysis. **Additional extra credit will not be offered on an individual basis.**

<b>Class Date</b>	<b>Topic</b>	<b>Reading</b>
10/24	Introduction to the Course	
10/31	Selection and Staffing	Chapters 1-3
11/7	Training and Performance Appraisal	Chapters 4,5
11/14	Turnover and Satisfaction	Chapters 6,7
11/21	Motivation	Chapters 9,11
11/28	Team Dynamics	Chapters 15,16, 17,18
12/5	Leadership and Communication	Chapters 19,23
12/12	Final Exam	

### **Blackboard Vista Information:**

All exam scores and grades will be posted on Blackboard for this course. Additionally, all mass communications from the instructor will be done using email through Blackboard, and students may post messages to each other via an available bulletin board. Thus it is important that you understand this system, which is located at <http://www.uh.edu/blackboard>. Help regarding Blackboard can be obtained at <http://www.uh.edu/blackboard/help/index.html/>.

### **Accommodations 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.

### **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 reviewed at <http://www.uh.edu/dos/studenthandbook>. Students are expected to be familiar with this policy.

## **Course Evaluations:**

The Bauer College of Business 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 instructors and to the Bauer College through the evaluation process.