Management and Organizational Behavior  
MGMT 3140 - 003  
Spring 2012, Tuesdays and Thursdays, 11am to 12:15 p.m.  
Storrs 110

Instructor: Steven Rogelberg, Professor and Director of Organizational Science  
Email: sgrogelb@uncc.edu  
TA: Jerome Stewart  
TA Email: ostewar2@uncc.edu  
TA office: Colvard 3135  
Web Page: Moodle class site  
TA Office Hrs: Tues, 1pm – 2pm, Wed 1pm to 2pm, or by appointment. Extra office hours will be available prior to an exam.

CATALOG DESCRIPTION

MGMT 3140. Management and Organizational Behavior (3) Prerequisites: ACCT 2121, 2122; ECON 2101, 2102, INFO 2130; junior standing. A study of the role of manager with an emphasis on understanding the behavioral and administrative theories and concepts needed to succeed in contemporary organizations. Topics covered in the course include motivation, leadership, managing teams, and teamwork.

REQUIRED TEXTBOOK

The following text is required in this course:


I will not lecture from the book per se. The book is great and serves as a critical piece of your learning experience. Class and book are two sides of the same coin that work together to promote learning. Skim relevant chapters before class. Read thoroughly chapters after class. The book’s content and the lecture’s content will be on all exams.

2. Alice Saddy: Caring for the Community Case.

The case can be found here: http://cb.hbsp.harvard.edu/cb/access/10974948

This is a required and essential case.

Tentative Schedule: Topics are subject to change. Always check course website for up-to-date information.

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<th>Reading</th>
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<td>Overview and introduction to the course</td>
<td>Chapter 1</td>
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<td>1/12</td>
<td>The Management Environment (ethics)</td>
<td>Chapter 2</td>
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<td>1/17</td>
<td>Foundations of Decision Making (unconventional methods)</td>
<td>Chapter 3</td>
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<td>1/19</td>
<td>Foundations of Decision Making (discuss exam 1)</td>
<td>Chapter 3</td>
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<td>1/24</td>
<td>Organizational Structure and Culture (What is and assessment of culture)</td>
<td>Chapter 5</td>
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<td>1/26</td>
<td>Organizational Structure and Culture</td>
<td>Chapter 5</td>
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<td>1/31</td>
<td>Exam 1</td>
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<td>2/2</td>
<td>Managing Human Resources (e.g., Job analysis, legal issues, selection, online)</td>
<td>Chapter 6</td>
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<td>2/7</td>
<td>Managing Human Resources</td>
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<td>Continuation/Managing Change and Innovation</td>
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<td>2/14</td>
<td>Managing Change and Innovation (stress and downsizing – guest speaker)</td>
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<td>Foundations of individual behavior (attitudes and personality)</td>
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<td>2/21</td>
<td>Foundations of individual behavior (attitudes and personality)</td>
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<td>2/23</td>
<td>Continuation/Understanding groups and managing work teams (meetings)</td>
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<td>Understanding groups and managing work teams (managing a team/Stamford video case)</td>
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### Exams, Written assignment, and Grading

There will be four exams this semester, worth 100 points each. These exams will typically be multiple choice, true/false, with some short answer questions. Exam material will be drawn from lectures, cases, class discussions, the assigned readings, and any supplemental material delivered during the class. It is important to note that there will be material on the exams that comes from lectures and is not in the book. This means that in order for you to do well on the exams, regular class attendance is mandatory. Plus, content covered in readings, but not in the class, can be on the exam. Make-up exams will only be conducted for students under extraordinary circumstances (e.g., medical emergencies). All decisions regarding make-ups and exceptions, including what constitutes an ‘extraordinary circumstance’, fall completely under the discretion of the instructor. Furthermore, for your situation to be considered for a make-up, you must contact the instructor in advance (i.e., before the scheduled exam). A make-up exam, regardless of the exam you may have missed, will be administered on the final examination period. If you do not qualify for a make-up exam, and you miss a test, a score of zero will be recorded.

There is also one written assignment. That will be discussed below. The paper is due 4/26 at noon. Late papers will only be accepted via email. A 20% deduction will occur for each 8 hour period after the noon due time.

Your evaluation in the course will be based on a maximum possible 500 points:

- Exam 1: 100 points
- Exam 2: 100 points
- Exam 3: 100 points
- Exam 4: 100 points
- Written assignment: 100 points

Total: 500 points

Letter grades are assigned based percentage of total points:

- 90-100%: A
- 80-89%: B
- 70-79%: C
- 60-69%: D
- Less than 60%: F

**Written Assignment**

You will receive a short case that will describe a statement made by a manager. The statement will be incorrect and/or over-exaggerated. You will write a 2 page critical response to the statement in the form of a business letter. It will need to be highly professional and very well-informed by the book and other scientific literature (at minimum 3 cites). Relevant scientific literature should focus on these particular journals: Academy of Management Journal, Journal of Applied Psychology, Personnel Psychology, Journal of Management, Journal of Business and Psychology, and/or Journal of
Organizational Behavior. Key note, in the two page letter you will use footnotes to indicate references on the third page (both book and scientific litter). The third page will identify all your sources (APA style) and very briefly what information/insight you took from this source. This third page is not part of the letter per se. It is just a supporting piece of documentation to me. This will be written in Times New Roman, double spaced, 12 point font, and with 1 inch margins. Note, the third page can be single spaced.

A web site has been created for you to help with this assignment

http://guides.library.uncc.edu/content.php?pid=285655&sid=2350998

Two key tabs are of critical importance. First there is the “find articles” tab. This will allow you to login into Google Scholar and find articles within the specific journals noted above. The other key tab is the “APA” tab. This contains material showing how to correctly reference studies used in your paper.

Key evaluation criteria
- Quality
- Thoroughness
- Writing
- Clarity of thought
- Integration of knowledge

Students often want to know “What’s an A, What’s a B, etc.”. Although the criteria below are somewhat generic, this will give you a good idea of what I’m looking for when I assign an A, B, etc.

A/A+ Excellent work. Significantly exceeds assignment requirements; far above the norm for the class. Unique, insightful analysis is offered, shows strong critical thinking, integrates ideas. Strong mastery of course concepts is demonstrated to support analysis. Writing nearly flawless.

B Good work. Fulfills basic requirements of the assignment, accurately presents concepts in a manner similar to the text and lectures, and shows ability to apply those concepts. Only some evidence of critical thinking. Recommendations flow accurately from analysis. Writing may have a few errors.

C Minimally acceptable work. Writing is largely descriptive. Superficial use of concepts. Does not fully follow instructions. Significant flaws in organization and writing. Meets minimal requirements for a passing grade.

C- and below. Seriously flawed product. Little or no use of course concepts, does not follow instructions. Writing may have significant flaws.

Plagiarism (Thank you to Dr. Doug Pugh for constructing the below content)

Over the past several years I have noticed a growing problem with plagiarism at both the undergraduate and graduate level. When confronted, students have claimed either (a) ignorance as to what constitutes plagiarism, or (b) that they “just forgot” to include the appropriate citations. The purpose of this document is to make the meaning and definition of plagiarism perfectly clear by providing formal definitions and numerous examples. Its purpose also is to make you aware that this is an issue I take very seriously, and, as such, you should too as you prepare your formal written work for this course.

The material below is taken from the UNCC Code of Student Academic Integrity (on the web at http://www.uncc.edu/policystate/ps-105.html. This is a useful resource if you have any questions regarding plagiarism or other matters of academic integrity. However, the best way to get an answer if you are in any way confused is simply to ask me.

According to the UNCC Code of Academic Integrity: "Plagiarism is use of the distinctive ideas or words belonging to another person without adequate acknowledgement of that person’s contribution. In the context of academic work the standards for acknowledging sources are very high. An author must give due credit whenever quoting another person’s actual words, whenever using another person’s idea, opinion or theory, and whenever borrowing facts, statistics or illustrative material, unless the information is common knowledge". The two most common areas where plagiarism is an issue come in the use of direct quotations and in paraphrasing.

Direct Quotation: Every direct quotation must be identified by quotation marks or by appropriate indentation, and must be
Now, look at the first two paragraphs of the submitted student paper.

ORGANIZATIONAL SCHOLARS have long been interested in why some people report being very satisfied with their jobs and others express much lower levels of satisfaction (Locke 1976). The drive to understand and explain job satisfaction has been motivated by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increase organizational effectiveness) as well as humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized). Satisfied workers also tend to engage in organizational citizenship behaviors; that is, altruistic behaviors that exceed the formal requirements of a job (Schnake 1991; Organ and Ryan 1995). Dissatisfied workers show an increased propensity for counterproductive behaviors, including withdrawal, burnout, and workplace aggression (Spector 1997).

Despite researchers’ and practitioners’ interest in job satisfaction among workers generally, few studies have sought to explain variation in job satisfaction among government employees, especially municipal employees, one of the fastest-growing sectors of the U.S. workforce. Over 11 million people......
Introduction

Job Satisfaction plays a central role in the study of behavior at work. It is one of the most widely discussed and enthusiastically studied constructs in Organizational Behavior. The drive to understand and explain job satisfaction has been motivated by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increase organizational effectiveness) as well as humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized) (Ellickson and Logsdon 2001). Satisfied workers also tend to engage in organizational citizenship behaviors; that is, altruistic behaviors that exceed the formal requirements of a job (Schnake 1991; Organ and Ryan 1995). Dissatisfied workers show an increased propensity for counterproductive behaviors, including withdrawal, burnout, and workplace aggression (Spector 1997).

In this project, we studied a workgroup and measured its employees’ job satisfaction and dissatisfaction using Herzberg’s Two-Factor Theory. The scope of the project is to identify the motivator (satisfier) factors and the hygiene (dissatisfier) factors, analyze them and come up with the measurement. Criticism of the two-factor theory suggests that the research methodology looked only at satisfaction, not at productivity and that the relationship between satisfaction and productivity is assumed (Robbins 2003). As would be discussed in this paper, we also looked at productivity measured against, the workgroup’s goals and objectives to validate the assumption.

Make sure you understand why this is an example of plagiarism!! First, the student paper takes a direct quote from the article by Ellickson & Logsdon. Although they do include a reference at the end of the second sentence, the passage immediately before the reference should be contained in quotation marks, and a page number from the original source should be provided, because they have taken a direct quote from the original source. The most glaring offence, however, occurs in the 2 sentences following the Ellickson and Logsdon 2001 reference. There is nothing to indicate that the 2 sentences beginning "Satisfied workers also tend..." are anything other than the student’s own work. The reader would assume that those thoughts and words were the student’s original ideas; that the students had identified the articles by Schnake 1991, Organ and Ryan, 1995, and Spector, 1997, and reached conclusions based on those articles which they wrote in those two sentences. Of course, this is not true. The entire first paragraph is taken straight from the Ellickson and Logsdon article, but there is nothing to indicate this in the student submission.

I include this lengthy discussion because representing the work of another person as your own is serious business. Make sure you understand the basic rules outlined above. And if you have any questions, by all means just ask me. Because I go to great lengths to make this point clear, any instances of plagiarism will be dealt with according to the established rules of UNCC, and penalties may range from failure in the course to expulsion from the University. This is one area where I make no exceptions.

Academic Integrity

As a student in this course, you are bound to abide by the Code of Student Academic Integrity. The minimum penalty for violating the Code of Student Academic Integrity in this class would be an ‘F’ for the course. The following information is taken from the current UNC Charlotte catalog and is provided for your information:

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:
A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work of another as one’s own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging sources is when the ideas, information, etc., are common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type; and grades in this course will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further reduction of the course grade. In almost all cases the course grade is reduced to F.

Belk College of Business Statement on Diversity and Relevant Policies

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services in the beginning of the semester. For more information regarding accommodations, please contact the Office of Disability Services at 704-687-4355 or stop by their office in 230 Fretwell.

UNC Charlotte’s Religious Accommodation Policy will be respected and adhered to: “UNC Charlotte must authorize a minimum of two excused absences each academic year for religious observances required by the faith of a student. UNC Charlotte must provide students the opportunity to make up any tests or other work missed due to an excused absence for a religious observance. A “Request for Religious Observance” form that must be filled out by a requesting student and submitted to the instructor for approval prior to the census date for that semester. Please refer to: http://legal.uncc.edu/policies/ps-134.html.”

Additional Important Information

- Read quickly before and extensively after class. Read all material at least twice.
- Should you miss a class due to illness, employment responsibilities, personal or family emergency, business or athletic team travel, you are responsible for getting missed notes from a classmate. Insert classmate emails here: ___________________________ ___________________________.
- Arrive to class ON-TIME and prepared.
- Although I do not take formal attendance, regular attendance is mandatory. This class requires active participation. Often, we’ll have groups discuss a case or participate in an exercise in class; if you miss the class, you miss the learning experience. Because of considerable exam content that comes only from class notes, if you do not attend regularly it is unlikely that you will do well on the exams.
- If you are having any problems at all, PLEASE go to the office hours.
- No sitting in the balcony or last 8 rows.
- No electronic devices/computers on during class-time without permission from the instructor. If given permission, these devices can only be used for class purposes (e.g., notetaking). If used for any other purpose at any time (e.g., Facebook), the student will no longer be allowed to use that device in class and will be asked to leave the class.
• Phones must be off when you come into the classroom. No text messaging, etc. If your phone rings once, you will be given a warning. If it happens again at any point in the semester, you will be asked to leave for the rest of the class.
• We use moodle for this class. You should check it regularly. All class updates, information, and grades will be posted there.
• The instructor reserves the right to modify the syllabus at any time if necessary. Changes will be announced in class.
• The content of class lectures and discussions are protected by copyright law. The recording (audio or video) of class lectures and discussions is expressly prohibited.