

UNIVERSITY OF MASSACHUSETTS DARTMOUTH

Earle P. Charlton College of Business and Industry

Department of Management & Marketing

Summer 2019 On-line (7-week)

COURSE: MGT 650: Advanced Organizational Behavior
PROFESSOR: Dr. Jacqueline Einstein; jeinstein@umassd.edu
Preferred Course Email: [Please Use MyCourse Messages](#)
Office: CCB 221
Phone: (508) 999-9188
Office Hours: By appointment

COURSE DESCRIPTION: Organizational Behavior (OB) is the study and application of knowledge about how people, individuals, and groups act in organizations. It encompasses a wide range of topics including personality, attitude, leadership, motivation, group dynamics, conflict, and communication. In order to contribute to their organization's success, managers need to understand both themselves and the concepts, principles and practices associated with the effective leadership and sound management of individuals, groups, teams, and organizations. Extensive use is made of group work and student centered discussions.

COURSE OBJECTIVES:

- Understand concepts, principles, and practices associated with management of individuals, groups, teams, and organizations
- Develop and use skills related to team development
- Develop and use skills related to power, influence, and leadership
- Diagnose interpersonal conflict and manage conflict
- Apply motivation techniques for better performance
- Utilize critical and creative thinking
- Demonstrate knowledge of the complexities of managing in a changing global environment

COURSE MATERIAL:**Required Textbook and Cases:**Organizational Behavior, Experience, Grow, Contribute. 13th Edition

By Mary Uhl-Bien, John R. Schermerhorn, Jr, & Richard N. Osborn

ISBN- 978-1-1185-1737-6

Published by Wiley ©2014

Students will be required to purchase two cases and tutorial; details to follow in MyCourses**e-book link:**

http://www.coursesmart.com/9781118517376?hdv=6.8&professorview=false&____instructor=5265694&referringfirstname=Jackie&referringlastname=Einstein&isreferringinstructor=true

**Course will be facilitated through MyCourses: <https://login.umassonline.net/dartmouth.cfm>
Knowledge of the use of MyCourses (Blackboard) is required.**

Course Format: Online

The format is a combination readings, videos, exercises, cases and related discussions. Students are expected to have read all assigned readings and prepared necessary material for each assigned topic. Concurrently, students are expected to participate in all online discussions throughout the session and make a meaningful contribution. The time committed to this course is expected to be equal or slightly more than the time committed to a regular f2f course. The key difference is that you are able to manage your time online to fit your schedule.

Learning Teams

Understanding individual and group behavior is a key component in the study of organizational behavior. The course provides an opportunity to work with various individuals throughout the session in an online environment. Students will work in two (2) types of teams during the session; Discussion and Case Study Teams.

Discussion Teams

The Discussion team is for the purpose of discussions related to the course materials. These will be groups of five (5) and will rotate for each Unit. The instructor will create a Discussion Thread for each group. Students will locate their thread, and participate in that discussion thread for the week.

Case Study Teams

Students will be assigned a Case Study team (3-4 members) which **will not** rotate for the session. This team will work collectively on the assigned case study for discussion and presentation. There will be two (2) case studies during the session.

- One (1) case study that each team will present, and
- One (1) case study for which students will provide individual peer case reviews.

The delivery format for case study presentation is decided by your team. You may choose PowerPoint/ Prezi, video, or some other format subject to approval. Be creative! *At the very least*, you should create a presentation that includes voice with your visuals that adds value, not just reading of the slides. Regardless of the delivery format, you must follow the steps in the Case Analysis Coach tutorial. You will provide one individual peer case review and one peer team review.

Exams: There will be three (3) exams during the session, corresponding to the Units. The exams consist of a combination of multiple choice and essay questions.

Leadership Practices Inventory (LPI), Summary and Reflection

This assignment has three (3) components:

- ✓ Completion of the Leadership Practices Inventory (Self and Observers)
- ✓ Compilation of the results
- ✓ Summary and reflection of relationship to Organizational Behavior concepts studied

Evaluation Policy

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| Exams (3) | 30% |
| Online Discussion and Exercises | 30% |
| Case Studies | |
| ✓ Group presentation | 15% |
| ✓ Individual Peer Reviews | 10% |
| Leadership Practices Inventory | <u>15%</u> |
| | 100% |

SCHEDULE OF ACTIVITIES (Subject to Change)

Details of activities will be available in MyCourses. Activities will consist of self-assessments, team activities, case studies, discussions, and peer reviews. Exams test the key concepts and a reflection presentation demonstrates application of the course concepts.

The weeks will primarily run from Monday-Sunday

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| <p>Unit One: Introductions; Individual Behavior and Performance</p> | <p>Week 1: Introductions: Course and Each Other Chapter 1: Introduction to Organizational Behavior Chapter 2: Diversity, Personality and Values</p> |
| | <p>Week 2: Chapter 3: Perception, Attribution and Learning Chapter 4: Emotions, Attitudes, and Job Satisfaction <i>Exam 1</i></p> |
| <p>Unit Two: Teamwork and Influence Processes</p> | <p>Week 3: Chapter 7: The Nature of Teams Chapter 8: Teamwork and Team Performance <i>Case 1 and related Peer Reviews Leadership Practices Inventory assigned</i></p> |
| | <p>Week 4: Chapter 10: Conflict Chapter 11: Communication Chapter 12: Power <i>Exam 2</i></p> |
| <p>Unit Three: Leadership and Motivation</p> | <p>Week 5: Chapter 5: Motivation Chapter 6: Motivation and Performance <i>Case 2 and related Peer Reviews</i></p> |
| | <p>Week 6: Chapter 13: The Leadership Process Chapter 14: Leader Traits and Behavioral Styles <i>Exam 3</i></p> |
| <p>Leadership Practices Inventory & Conclusion</p> | <p>Week 7: Leadership Practices Inventory Reflection and Discussion Wrap - up</p> |

University Academic Honesty Policy:

As noted in the UMass Dartmouth Student Handbook. “All UMass Dartmouth students are expected to maintain high standards of academic integrity and scholarly practice. The University does not tolerate academic dishonesty of any variety, whether as a result of a failure to understand proper academic and scholarly procedure or as an act of intentional dishonesty.

A student found guilty of academic dishonesty is subject to severe disciplinary action, which may include expulsion from the University. A high standard of academic integrity promotes the pursuit of truth and learning and respect for the intellectual accomplishments of others. These are values that are fundamental to the mission of this University. Such values are undermined by academic dishonesty.

Academic dishonesty is defined as attempting to obtain academic credit for work that is not one’s own. Examples include: (1) copying another student’s answers on an examination; (2) obtaining, or attempting to obtain, the answers to an examination in advance; 3) submitting a paper that was written by someone else; (4) submitting a paper that includes phrases, sentences and paragraphs that were copied verbatim, or almost verbatim, from a work written by someone else, without making this clear without indicating that these words were someone else’s through the use of quotation marks or other appropriate citation conventions; (5) collaborating on a homework assignment when this has been expressly forbidden by the professor; (6) using unauthorized materials in completing assignments or examinations; (7) submitting the same paper for more than one class without the express permission of the instructors involved.

This list of examples should not be considered exhaustive.

For details on Academic Integrity Policy, please refer to:

<http://www.umassd.edu/policies/activepolicylist/academicaffairs/academicintegritypolicyandreportingform/>