

Framingham State University

Syllabus 2019 Summer

MGMT 280 Organizational Behavior Framingham State University

Instructor Information

Konrad Jamro

Office Hours (Email me to schedule an appointment)

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Course Description (from FSU Catalog)

An in-depth study of the application of management theory to the behavior of individuals and groups in organizations. Topics in the course include: organizational culture, decision making, teamwork, organizational structure and design, change management, motivation, job design, leadership, communication and power in organizations. Prerequisite: Sophomore standing.

Students will study psychological, sociological, and organizational theories and principles underlying interpersonal communication in the organization. Through written analysis of case studies and role playing, students will analyze the impact of varying organizational decisions and dynamics on employee and management behavior. Specific emphasis will be placed on discussing how embracing human differences and implementing diversity initiatives contribute to both organizational performance and the advancement of the society as a whole.

Course Materials

Organizational Behavior: A Practical, Problem-Solving Approach, 1st Edition,

2016 Authors: Angelo Kinicki and Mel Fugate

Publisher: McGraw-Hill Irwin ISBN: 978-1-259-59345-1

Student Learning Outcomes

Based on satisfactory completion of this course, a student should be able to:

- Apply Organizational Behavior frameworks, tools, and concepts to enhance individual, group, and organizational effectiveness.
- Examine the influence of organizational culture and processes on organizational effectiveness.
- Reflect on a leadership approach that supports achievement of organizational goals.

Course Methodology

Each week, students are expected to:

- Review the week's learning objectives.
 - Complete all assigned readings.
 - Review all lecture materials for the week.
 - Participate in the classroom discussion/activities.
 - Complete and submit all assignments by the due dates.
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Assignments:

- All written assignments must be completed and submitted on time.
- If you are absent when an assignment is due, the assignment must still meet the deadline or suffer the penalty of being late.
- No make-up work (homework, group projects, etc.) will be permitted except under extraordinary and documented conditions.
- Late assignments will AUTOMATICALLY receive half credit.

Team Final Project

You and your team will act as a consulting company hired to analyze organizational needs and performance, and provide recommendations based on the frameworks and concepts discussed in this course. You can choose to study an organization you are familiar with or an organization often discussed in business press such

Forbes, WSJ, The Economist, Fortune). Follow these steps to prepare your final paper:

- Identify and analyze an organization with respect to one of the topics covered in this course. The following are an example: Motivation in the workplace; Creativity and innovation; Groups and teams; Leadership; Persuasion; Organizational power; and Communication.
- Describe the situation faced by the organization at a moment in time: what problem(s) was the organization dealing with?
- Evaluate the organization's performance in the areas you decided to focus on.
- Recommend how the organization should act (what to change or to maintain moving forward).

Grade Breakdown:

	Title	Description	Grade
1	In class discussion/participation which includes attendance for all class sessions	Students are required to prepare for each class by being able to summarize, present, and offer input	25 %
2	Case study	In class – group activity	10%
3	Weekly assignments	Written assignments, in-class group activities	10%
4	Team Final Project (Paper)	See description below	30 %
5	Final Project (Presentation)	The team will write a final paper and present their project during a 15-minute presentation in	5 %
6	Final Exam		20%
	Total		100%

Week	Topic	Reading	Assignments with due date
1 (JULY 8-12)	<ul style="list-style-type: none"> • What is OB and why is it important? • Values and Attitudes 	<ul style="list-style-type: none"> • Chapter 1 • Chapter 2 	In-class Group Activity on Ethics Video Presentation
1 (JULY 8-12)	<ul style="list-style-type: none"> • Individual Differences and Emotions • Social Perception and Managing Diversity 	<ul style="list-style-type: none"> • Chapter 3 • Chapter 4 	Self-assessment exercises
2 (JULY 15-19)	<ul style="list-style-type: none"> • Foundation of Employee Motivation • Performance Management • Positive Organizational Behavior 	<ul style="list-style-type: none"> • Chapter 5 • Chapter 6 • Chapter 7 	Case Study (In class); Self-Assessment Exercise
3 (JULY 22-26)	<ul style="list-style-type: none"> • Groups and Teams • Communication in the Digital Age 	<ul style="list-style-type: none"> • Chapter 8 • Chapter 9 	Video Presentation
3 (JULY 22-26)	<ul style="list-style-type: none"> • Managing Conflict and Negotiation • Decision Making and Creativity 	<ul style="list-style-type: none"> • Chapter 10 • Chapter 11 	Decision making exercise/assessment
4 (JULY 29- AUGUST 2)	<ul style="list-style-type: none"> • Power, Influence and Politics • Leadership Effectiveness • Organizational Culture, Socialization, and Mentoring 	<ul style="list-style-type: none"> • Chapter 12 • Chapter 13 • Chapter 14 	Case Study: <i>Thomas Green – Power, Office Politics, & a Career in Crisis</i>
5 (JULY 29- AUGUST 2)	<ul style="list-style-type: none"> • Organizational Design, Effectiveness, and Innovation • Managing Change and Stress 	<ul style="list-style-type: none"> • Chapter 15 • Chapter 16 	
	• Final Exam and Final Paper		Oral Presentation

Points	Value	Scale	Points	Value	Scale	Points	Value	Scale
95-100	4.0	A	80-82	2.7	B-	67-69	1.3	D+
90-94	3.7	A-	77-79	2.3	C+	63-66	1.0	D+
87-89	3.3	B+	73-76	2.0	C	60-62	0.7	D-
83-86	3.0	B	70- 72	1.7	C-	below 59	0.0	F

CLASS HOURS and COURSE EXPECTATIONS:

For our accreditation, it is essential that all Framingham State University (FSU) credit courses follow the Federal Definition of credit hour: for every one hour of classroom or direct faculty instruction, a minimum of two hours of out-of-class student work is required. Since the summer China courses meet for two contact hours daily (10 contact hours of classroom time weekly), the expectation is that students spend 20 hours per week doing out-of-class work. For the five week 4-credit course, this reflects 50 hours of classroom time and 100 hours of out-of-class time since the credit hour is defined as 50 minutes.

ATTENDANCE GRADE:

Failure to attend and contribute to the classroom environment significantly reduces the quality of the educational experience for everyone in the classroom. As a result, absences will impact the quality of performance and your final grade. The maximum allowed excused absences is 2. Arriving late or leaving early without speaking with the instructor may be considered an unexcused absence. For every 3 absences, your attendance grade is reduced by 1 letter grade.

If you will be absent due to religious observances or personal reasons, notify the instructor in writing as early as possible in the semester and always prior to the day you will be absent. If you need to be absent due to an emergency, notify the instructor in writing as soon as possible before class.

NOTE: Students are responsible for all material covered when they miss a class.

PARTICIPATION IN CLASS:

Students are expected to fully participate in the class. Participation includes coming prepared to class with any readings and homework completed and being ready for discussion or activity. (Completion of homework in class is unacceptable.) Contributing to discussions, asking and answering questions, and performing tasks are the norm, not the exception. ***NOTE: Being disruptive to the class discussion, such as interrupting someone speaking, or speaking out of turn will have a negative impact on your grade.***

CELL PHONE (AND OTHER DEVICES) POLICY:

This is a class on the Legal Environment of Business. One cannot engage in class when engaged with others via electronic devices. While in class, students are expected to have their phones, iPads, laptops, and other electronic devices turned off. If we have an activity that requires the use of such devices, I will let you know. Checking email, surfing the web, or doing any other non-class activity during class time will result in a deduction of points on class participation and attendance

OTHER POLICIES:

Spelling and grammar always count! Whenever you speak or write professionally, you need to use the communication and grammatical skills that you have been taught throughout your education. This includes during class time.

Professional Learning Environment Policy:

A tolerant and unbiased atmosphere for learning requires that one must conduct him/herself in an appropriate, professional manner. Any activity that disturbs the learning environment will be addressed. It is crucial to the success of all students that a quiet, professional atmosphere be maintained. A student may be dropped from the course due to inappropriate behavior.

Academic Integrity and Honesty:

Integrity is essential to academic life. Consequently, students who enroll at Framingham State University agree to maintain high standards of academic honesty and scholarly practice. They shall be responsible for familiarizing themselves with the published policies and procedures regarding academic honesty.

Students are encouraged to discuss the course material with one another and form study groups to prepare for the quizzes and exams. However, collaboration on individual assignments (homework, quizzes, and exams) is not allowed and will be handled in accordance with FSU's [academic honesty policy](#).

Plagiarism and cheating are serious breaches of academic honesty. In general, **plagiarism** is defined as the presentation of someone else's work in whatever form: copyrighted material, notes, film, art work, reports, statistics, bibliographies, and the like, as one's own, and failing to acknowledge the true source. Quoting word-for-word, or almost so, or using the argumentation of another source without acknowledging this dependence also constitutes plagiarism.

Cheating is defined as the giving or attempting to give or to receive unauthorized information or assistance during an examination or in completing an assigned project. Submission of a single work for two separate courses without the permission of the instructors involved is also a form of cheating. If you are unsure whether a specific course of action would constitute plagiarism or cheating, you should consult with your instructor in advance.

Penalties for plagiarism and cheating vary with the degree of the offense and may take the form of the following academic sanctions:

- Grade of F for the work in question
- Grade of F for the course
- Notification of the department chair and/or Academic Dean of the College and/or Provost of the student's misconduct
- Recommendation that the student be suspended or dismissed from the College.

Academic honesty is critical and speaks to a student's ethical standards. Ethics in business are important and considered a measuring stick of a person's integrity, maturity, and character.

Academic honesty requires but is not limited to the following practices: appropriately citing all published and unpublished sources, whether quoted, paraphrased, or otherwise expressed, in all of the student's oral and written, technical, and artistic work; observing the policies regarding the use of technical facilities.

Infractions of the Policy on Academic Honesty include, but are not limited to:

1. Plagiarism: claiming as one's own work the published or unpublished literal or paraphrased work of another. It should be recognized that plagiarism is not only academically dishonest but also illegal.
 2. Cheating on exams, tests, quizzes, assignments, and papers, including the giving or acceptance of these materials and other sources of information without the permission of the instructor(s).
 3. Unauthorized collaboration with other individuals in the preparation of course assignments.
 4. Submitting without authorization the same assignment for credit in more than one course.
 5. Use of dishonest procedures in computer, laboratory, studio, or field work.
Further clarification on academic honesty will be provided, when appropriate, in individual courses.
 6. Misuse of the University's technical facilities (computer machinery, laboratories, media equipment, etc.), either maliciously or for personal gain. Examples include but are not necessarily limited to:
 - a) Accessing the private files of another person or agency without express permission.
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- b) The unauthorized use of technical facilities for purposes not connected with academic pursuits. When evidence indicates that a student has improperly used a technical facility, an appropriate supervisor (faculty or staff member) may take appropriate action reflecting the seriousness of the infraction, ranging from a verbal warning to, but not beyond, denial of use of the facility. If coursework may have been plagiarized, the supervisor will also inform all concerned faculty members, who may take action as described in the procedures for handling cases of alleged infractions of academic honesty.
7. Falsification of forms used to document the academic record and to conduct the academic business of the University

For more information about Academic Regulations at Framingham State, please see pages 28 -46 of the [Framingham State University Undergraduate Catalog 2018-2019](#).

FSU Notice of Non-Discrimination and Diversity

Framingham State University is committed to a policy of non-discrimination, equal opportunity, diversity, and affirmative action. The University is dedicated to providing educational, working, and living environments that value the diverse backgrounds of all people. Furthermore, the Massachusetts Civil Rights Act ("MCRA," M.G.L. c. 12, §§ 11H, 11I, 11J) protects the rights of all residents of and visitors to Massachusetts to be free from bias-motivated threats, intimidation, and coercion that interfere with their civil rights. The MCRA protects the right to attend school, live peacefully, and enjoy other basic rights.

U.S. Copyright Law

This course website may contain copyrighted materials that are used in compliance with the U.S. Copyright Law. Under that law, materials may not be saved to your computer, revised, copied, or distributed without permission. They are to be used in support of instructional activity as part of this course only and shall be limited to the duration of the course, unless otherwise specified by the instructor or owner of the material. You may only download or print materials at the direction of your instructor who knows which materials are copyrighted and which are not.

CLASSROOM ETIQUETTE

- *Please arrive at class on time or before the starting time. Attend each class. If you must miss class, inform your instructor ahead of time by e-mail.*
 - Come to class prepared for the work to be done and in a positive frame of mind so that you are ready to learn. Complete readings and other assignments on time. Bring all necessary course materials such as paper, pencil, required books, handouts, and notes.
 - *Be courteous and positive in your classroom behavior. Show respect for all class members.*
 - When responding to classroom questions, please do not interrupt a fellow student or the instructor. Take your turn. When you respond to another student's comment, acknowledge the other's position.
 - Place turn off all electronics during class.
 - All feedback is expected to be sensitive and meaningful. Remember to value your peers as you offer comments designed to enhance their work and skills.
 - *Most of all, keep in touch with the class syllabus, the instructor, and your classmates. You will do better when you feel you are a real part of the class.*
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- *Any student who disrupts the learning environment of the class will be marked absent for the day.*

ABOUT YOUR INSTRUCTOR:

James M. Freedman specializes in the development for high potential leaders in multi-cultural environments. With extensive experience in Korea, China, and the Philippines, Jim has a unique perspective on helping leaders become more effective communicators in global organizations. He has been a guest lecturer on leading multi-cultural organizations at Zhejiang University in Hangzhou, China and both Nanjing University, and Nanjing Normal University in Nanjing, China, and effective communication at the University of International Business and Economics in Beijing, China.

Jim was the Vice President of Global Leadership Development for Fresenius Medical Care, the global leader in renal therapy, with over 125,000 employees worldwide. He most recently was responsible for leadership development in the Asia-Pacific region developing the next generation of leaders for that rapidly expanding region. He is a recipient of the Van Fleet Award for his service to the Republic of Korea. With an MBA from Bentley University, an undergraduate degree from Holy Cross and his international service as a Peace Corps Volunteer, Jim brings an unusually broad set of experiences to his work.
