


*MGT 585 Management & Organizational Behavior
Spring 2016*

Section 20859 –MGT 585 – 03W

Instructor: Professor: Dr. Lloyd M. Basham, Ed. D, MA, MBA, BBA

Lloyd_Basham@tamuc.edu

<p><i>Main email:</i> Lloyd.Basham@tamuc.edu <i>Office: Main Campus, Room 307</i> <i>Office Hours: Tuesday & Thursday 12:00 noon - 3:00pm</i> <i>Phone: 903-886-5698</i> <i>Fax 903-886-5702</i></p>	
--	---

Hello, my name is Lloyd and welcome to Management 585 Management & Organizational Behavior with Texas A & M University-Commerce. I am looking forward to being your instructor in the future 16 weeks. There is no doubt that after the conclusion of this course we will look back upon this period as being a personally enhancing experience for each of us. My challenge to you, as a mental preparation for this class, is to give thought to "significance" and its meaning to you and its application to the forthcoming material in Management 585. It is my objective to make a difference in your educational experience and likewise I hope to make a lasting impression on you as I am sure that you will with me. Let us begin the journey!

Special Note on the Class Schedule:

Please note the term is scheduled to run from January 19 to May 1, 2016. Each week will begin on Monday morning at 8:00am [except Week One which will begin on Tuesday, the first day of the class on January the 19th] and conclude on Sunday evening at 11:59pm. There will be a Spring break during the week of Week Nine which will not have any assignment activity. The course will conclude on May the 1st at 11:59pm with the submission of the Final Literature Review Paper.

Objectives:

- Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management***
- Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams***

• Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts

Requirements of course: We will use the Virtual office within the course in eCollege and the email address as assigned by the university (your MyLeo) as the forum for communication.

Course Description:

This course provides an in-depth seminar emphasizing the development of the skills and knowledge required for successful managerial performance in organizations. It focuses on such areas as creative problem-solving, individual differences, supportive communication, use of power and influence, motivation theories and techniques, leadership theories, incentive systems, employee and team development, organizational change, and managing conflict.

Required Text (and journal readings):

Bauer, T., & Erdogan, B. (2010). *Organizational Behavior*, v. 1.1. ISBN: 978-1-4533-2768-5.

****This book can be purchased directly from Flat World Knowledge (www1.flatworldknowledge.com) with the following available options:***

Student Formats and Costs:

Digital All Access Pass: \$42.00

Includes—Access to online, offline, and eBook formats: online book with Study Pass, chapter PDFs, and eBook files for tablets, e-readers, and smartphones.

Study Pass: \$24.00

Includes—Access to the online book only with study tools like note-taking and highlighting; study aids like flashcards; and study view, which collapses each chapter into key terms and key takeaways. This option is acceptable for my class, as the majority of our work will be in the journal literature.

Black & White Print Textbook: \$69.00

Includes—A black and white hard-copy text plus bonus access to online and eBooks.

Color Print Textbook: \$134.00 Includes—A color hard-copy text plus bonus access to online book.

****This book is also available for purchase through the TAMUC bookstore.***

The following readings will be assigned throughout the term as directed by the semester calendar attached and/or at the specific direction of the instructor. Additional readings will be assigned as the course evolves throughout the term:

You will get the journal articles through the electronic periodical databases (ABI Inform and Business Source Complete).

Caruth, D.L., Caruth, G.D., & Humphreys, J.H. (2009). Towards an experiential model of problem initiated decision making. Journal of Management Research, 9(3), 123-132.

Humphreys, J.H. (2002a). Transformational leader behavior, proximity, and successful services. Journal of Services Marketing, 16(6), 487-502.

Humphreys, J. (2002b). The best of intentions. Harvard Business Review, 80(7), 31-34.

Humphreys, J. (2003). The dysfunctional evolution of goal setting. MIT Sloan Management Review, 44(4), 96.

Humphreys, J. (2004). The vision thing. MIT Sloan Management Review, 45(4), 96.

Humphreys, J. (2005a). Developing the big picture. MIT Sloan Management Review, 47(1), 96.

Humphreys, J.H. (2005b). Contextual implications for transformational and servant leadership: A historical approach. Management Decision, 43(10), 1410-1431.

Humphreys, J. (2007). Weakness or opportunity? MIT Sloan Management Review, 48(3), 96.

Humphreys, J., Ahmed, Z., & Pryor, M. (2009). World-Class Bull. Harvard Business Review, 87(5), 35-42.

Humphreys, J.H., & Einstein, W.O. (2004). Leadership and temperament congruence: Extending the expectancy model of work motivation. Journal of Leadership & Organizational Studies, 10(4), 58-79.

Humphreys, J., & Langford, H. (2008). Managing a corporate culture slide. MIT Sloan Management Review, 49(3), 25-27.

Humphreys, J.H., Novicevic, M.M., Hayek, M., Gibson, J.W., Pane Haden, S., & Williams W.A. (2015). Disharmony in New Harmony: Insights from the narcissistic leadership of Robert Owen. Presentation at the 75th annual meeting of the Academy of Management.

Humphreys, J.H., Novicevic, M.M., Smothers, J., Pane Haden S.S., Hayek, M., Williams,

W.A., Jr., Oyler, J.D., & Clayton, R.W. (in press). *The collective endorsement of James Meredith: Initiating a leader identity construction process. Human Relations.*

Humphreys, J., Oyler, J., Pryor, M., & Pane, S. (2010). *Lost in translation. Journal of Business Strategy, 31(2), 13-17.*

Humphreys, J.H., Pane Haden, S., Clayton, R., Novicevic, M.M., & Gibson, J.W. (2011). *Lillian McMurry of Trumpet Records: Integrity and authenticity in the charismatic, constructive narcissist leader. Journal of Leadership & Organizational Studies, 18(1), 40-55.*

Humphreys, J.H., Randolph-Seng, B., Pane Haden, S.S., & Novicevic, M.M. (in press).

Integrating libertarian paternalism into paternalistic leadership: The choice architecture of H.J. Heinz. Journal of Leadership & Organizational Studies. Joni, S.A., & Beyer, D. (2009). *How to pick a good fight. Harvard Business Review, 87(12), 48-57.*

Mobley, M.E., & Humphreys, J. (2006). *How low will you go? Harvard Business Review, 84(4), 33-44.*

Novicevic, M.M., Humphreys, J.H., Buckley, M.R., Cagle, C., & Roberts, F. (2011). *Effective leadership in unexpected places: A sociohistorical analysis of the Red Tops dancing orchestra. Business Horizons, 54(6), 529-540.*

Pane Haden, S., & Cooke, J. (2012). *Is morale irrelevant? MIT Sloan Management Review, 53(2), 96.*

Pfeffer, J., & Sutton, R.I. (2006). *What's wrong with pay-for-performance. Industrial Management, 48(2), 12-17.*

Pryor, M.G., Humphreys, J., & Taneja, S. (2008). *Freeing prisoners of work. Industrial Management, 50(5), 21-24.*

Due Dates and Late Assignments

All assignments and papers are due prior to or on the assignment day and must be turned in to the respected week's assignment dropbox by 11:59pm on date as designated in each Week's assignment instructions. Assignments are late if not submitted on the due date and designated time. No exceptions or extensions are given for the scheduled due dates regardless of reasons (including vacations, travel [both personal and work related], personal, illness, medical emergencies, do not have text or the correct edition, hardware software and connectivity issues, prepared the assignment but did not post it in the dropbox by the due date and/or posted the assignment in the incorrect dropbox,,etc.), so plan and organize accordingly-management acumen. If not submitted on time or prior to or on the due date they will not be graded and accordingly zero points will be assigned to that assignment. The Final Literature "Review Paper is due on Sunday, May the 1st prior

to 11:59pm without any exceptions and/or extensions.

Turning in assignments during the course:

Unless instructed to do so later in the term, assignments must be turned into the respected week's dropbox by 11:59pm on the designed date as specified in the assignment instructions."

When providing feedback on assignments and reporting grades, the instructor usually reports grades on a feedback scorecard one week following their submittals. This week period is needed to provide the instructor an adequate amount of time to read thoroughly each assignment submission. Each assignment will have minimum full text page requirement (from top to bottom margin of the page) which is explained and expanded on with the assignment's rubric which is in the Document sharing files. Instructor does not utilize the grade book in eCollege but instead a scorecard form that allows detail feedback – an example of which will be provided the first week of class.

*When you submit your assignment in the dropbox, eCollege will give you a notification of successful completion. eCollege will reflect the date and time of your submittal. You should check your submittal. You will then know whether your submission is available for my viewing by clicking on the dropbox; then go to the student frame and enter your name and you will see the same date and time of your submission that I see. This eliminates the need to inquire of me "did you receive the posting of my assignment." **It is highly recommended that you check your submittal to ensure that you have submitted the correct assignment into the appropriate dropbox. Errors in submitting wrong assignments and/or into wrong dropboxes will result in zero points.***

Style and format for assignments: (This is applicable for all assignment.).

All assignments should follow the formatting instructions presented below

Use the following guidelines for all assignments that will be turned in to the instructor during the course. A minimum of 20% of the total potential points will be taken off for not following the below format requirements. Also the column entitled Unsatisfactory within the Rubric which will automatically begin the grading process if submittal is not in APA format. The assignment submittal must be:

Typed (word processed)

Margins: one inch on the top, bottom, and both right and left sides

Spacing: double-space

Font: Times New Roman 12-font

Page size = letter; Use a standard 8-1/2 by 11-inch paper format

APA 6th Edition Format (Any Web site will provide examples, particularly the references page)

Appendix Any assignment submittal without an appendix will activate the Unsatisfactory column of the respected Rubric.

APA was the format required in your Research 595 course. If you have not taken Research 595 or do not know APA report writing it would be in your best interest to drop this course and immediately take Research 595.

Course Policy for Drops and Incomplete Grades:

Please check with the Registrar for the date that you can drop and receive a Q grade. Otherwise, students will receive a grade in the course regardless of status of completion.

*Students often believe that attendance and participation is optional in an online course. However, in this course, although physical class attendance is not required student discipline to meet due dates for cases and the Final Literature Review Paper will be mandatory. We will move quickly and intensely throughout this course so be prepared to dedicate a minimum of seven hours per week of your life between now and May the 1st. **Incomplete (I reserved for Thesis and Dissertation courses and X) grades will not be assigned in this course.***

*****This is graduate level study and research so there is no such thing as make-up, redoing or resubmitting an assignment or additional credit work. One or both of the following is applicable. As an employee of your professional organization of products and services; the organization expects quality, accountability and responsibility in your performance; thereby, the same expectation and standards are applicable to all work in this course. As a consumer of products and services you expect quality, reliability, and functionally thereby the same expectation and standards are applicable to all work in this course. And this also applies to submitting your assignment in the appropriate week and assignment dropbox by the due date and time. Submitting an assignment in the wrong dropbox indicates that a student is not following instructions and/or not diligent in their work habits and reflects on the quality of their work.***

Academic Honesty

Academic honesty is highly valued at the Texas A & M University – Commerce. You must always submit work that represents your original words or ideas. If any words or ideas used in a class posting or assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Please see the Texas A & M University – Commerce Graduate Catalog

for more information about academic honesty, including consequences of academic dishonesty. Student(s) will be warned with an individual email if plagiarism is found in an assignment and will be automatically assigned an F in the course if plagiarism is repeated a second time.

Course Grading:

Case I	15
Case II	15
Case III	15
Case IV	15
Final Literature Review Paper	40
Total	100

The instructor does not “grade on the curve.”

How points and percentages equate to grades

89.5-100	A
49.5-89.4	B
69.5-79.4	C
59.5-69.4	D
<59.4	F

Requirements, Rubrics and Examples:

The course material will be organized around week reading assignments, cases, and the Final Literature Review Paper.

The analysis of cases and the Final Literature Review Paper will utilize management and organizational behavior concepts from the text and/or other provided sources of reference. A minimum page limit will be strictly enforced for the written cases and the Final Literature Review Paper. The minimum page length requirement provides for adequate research and written comprehension on the cases and the Final Literature Review Paper. Please note the examples of a case analysis as well as their respective rubrics in the document sharing files These rubrics will have the specific columns of

grading (points eligibility) which begin with the minimum pages required for each assignment.

CASES:

(Use Management and Organizational Behavior concepts and theories to substantiate your answers and analysis of each case).

*Each student will be required to submit **a minimum 5 FULL page** double-spaced type-in APA format written case analysis (full pages of TEXT from top to bottom margin of the pages-) on the Case analysis. **An Appendix will be a mandatory requirement with the case submittal.** To guide you in your case analysis, be sure to read the appropriate chapters. Submit your analysis to the suggested questions in the respective week's dropbox. Please review example and rubric for Cases in document sharing files.*

FINAL LITERATURE REVIEW PAPER: Topic.

*The Final Literature Review Paper will be on an Organizational Behavior topic. The topic will be assigned on January the 27th utilizing a drawing process. The drawing process will be as follows: Numbers equal to the number of the students enrolled in the class will be extracted from a "hat" by the Administrative Assistant for the Department of Management. After the recording of the number, the Administrative Assistant for the Department will then extract a topic from other "hat." This topic selected will be assigned to the number previously drawn. And the process will continue until all numbers from the "number hat" has been drawn and a topic has been recorded for each number drawn. Then the instructor will take the number on the student roster and the number which the student has on the student roster will be the corresponding number which has been drawn and accordingly been given the topic which has been drawn for that number. An email with the student's individual scorecard as an attachment will be sent to the student's university email on January the 28th. The topic drawn will be listed next to the Final Literature Review Paper line item within the scorecard. The paper must use APA style and **have a minimum of 12 pages (full page text from top to bottom margin – these pages are in addition to the Cover page, Table of Contents page, Abstract page, Reference page and Appendix page) with a minimum of 10 references in the reference page.** Please see Final Literature Review Paper rubric requirements in the document sharing files.*

The Final Literature Review Papers are due on Sunday, May the 1st^h prior to 11:59pm. There will not be any exceptions or extensions for the due date and time.

All Assignments, Cases, and the Summary Activity-Final Exam will be reviewed by the research tool Turnitin. Instructor's cut-off acceptance is less than 25%. If your submittal reflects a Turnitin percentage higher than 25%, then the assignment will be viewed and graded as a plagiarism submittal and assigned zero points. Instructor does take into account the percentage related to copying of the APA template, formatting and References which have been used before.

However, and accordingly, you should avoid any cut and paste and write your assignment in your own words. Avoid multiple words and continual words within a phrase, sentence, or paragraph from reference sources which will activate the Turnitin indicator of use of other authors or sources of copyrighted work. In addition, cutting and pasting prior reference sources that you have used in earlier assignments will cause the percentage to increase; thus used new sources of references in your research. Also, avoid cut and paste from previous course assignments as this will also increase your turnitin percentage. To review your work and the percentage calculation, post your submittal earlier than the cut-off date and time. It will reflect the percentage. Therefore, if you have a high percentage you can rework and replace sentences, etc. into your own words. Then, post your assignment again prior to the cut-off date and time. Instructor will grade the last posted submittal prior to the cut-off day and time. Any submittal posted after the cut-off date and time will not be graded. If the late submittal is the only submittal, then accordingly it will be assigned zero points. The key to all of this is to submit early instead of waiting until the “last minute.” Once you submit the assignment there is a short period of as great as two hours for the Turnitin tool to review all of your sources; thus you will get a symbol instead of a percentage while the Turnitin tool goes through its review. Again, this should be an incentive to post your assignments early so the tool can provide you feedback and give you indications where corrections need to be made. Do not email me indicating that your submittal has not given you a percentage as yet. If you posted prior to two hours before the deadline and it is still giving you a symbol instead of a percentage, you should contact Technical Support and ask for their assistance. Always obtain the work order or call number to provide me when you contact Technical Support. Also, please do not email me as to why your percentage is greater than 25%. All you have to do is click on the “color” of Turnitin and it will list all the sources/reasons as to why your percentage is causing the over the 25% and you can go back and correct your causes of the percentage.

<u>Semester calendar</u>	Organizational Behavior	<i>Bauer & Erdogan</i> <i>Chapters</i>	APA
Week One: Tuesday January 19	Course Introduction and Syllabus requirements -(Management OB), Case Analysis, Literature Review, Periodical Databases, & APA Style (Review all of the Rubrics within the Document Sharing files).	<i>Read 1,3, & 4</i> <i>Assign Case I-to be announced</i> <i>Assign Humphreys & Einstein (2004), Humphreys et al.(2010),and Humphreys (2003) for reading</i>	

<p><i>Week Two:</i></p> <p><i>Monday</i></p> <p><i>January 25</i></p>	<p><i>Individual Differences</i></p>	<p><i>Read 5 & 6</i></p> <p><i>Assign Pfeffer & Sutton (2006) and Humphreys et al. (2011) for reading</i></p> <p><i>Assign Final Literature Review Paper-topic to be drawn.</i></p>	
<p><i>Week Three:</i></p> <p><i>Monday</i></p> <p><i>February 1</i></p>	<p><i>Work Motivation & Incentives</i></p>	<p><i>Read 12 & 13</i></p> <p><i>Assign Humphreys(2002a) and Humphreys (2005b) for reading</i></p>	
<p><i>Week Four:</i></p> <p><i>Monday</i></p> <p><i>February 8</i></p>	<p><i>Leadership and Power</i></p>	<p><i>Assign Humphreys, Randolph-Seng et al. (in press) and Humphreys, Novicevic et al. (in press) for reading</i></p> <p><i>Case I due prior to 11:59pm on Sunday, February 14.</i></p>	
<p><i>Week Five:</i></p> <p><i>Monday</i></p> <p><i>February 15</i></p>		<p><i>Assign Case II-to be announced</i></p> <p><i>Read 7, 8, & 10</i></p> <p><i>Assign Joni & Beyer (2009), Humphreys, Novicevic, Hayek et al.(2015), and Humphreys & Langford (2008) for reading</i></p>	

Week Six: Monday February 22	Communication and Managing Conflict	Read 14 & 15 Assign Humphreys (2004, 2005a, 2007) for reading	
Week Seven: Monday February 29	Organizational Culture and Change	Read 9 Assign Novicevic et al. (2011) and Pane Haden & Cooke (2012) for reading	
Week Eight: Monday March 7	Groups and Teams	Read 11 Assign Caruth, Caruth & Humphreys (2009) for reading	
Week Nine Monday March 14	Spring Break No Assignment Activity		
Week Ten Monday March 21	Problem Solving and Decision Making	Assign Pryor, Humphreys, & Taneja (2008) for reading Case II due prior to 11:59pm on Sunday March 27.	
Week Eleven: Monday March 28		Assign Case III-to be announced Assign Humphreys (2002b), Humphreys, Ahmed, & Pryor (2009), and Mobley & Humphreys	

		(2006) for reading	
<i>Week Twelve:</i> <i>Monday</i> <i>April 4</i>	<i>Diversity and Ethical Decision Making in a Dynamic World</i>	<i>Case III due prior to 11:59pm on Sunday, April 10.</i>	
<i>Week Thirteen:</i> <i>Monday</i> <i>April 11</i>	<i>Reminder of Final Literature Review Paper due on May the 1st</i>	<i>Assign Case IV- to be Announced</i>	
<i>Week Fourteen</i> <i>Monday</i> <i>April 18th</i>		<i>Case IV due prior to 11:59pm on Sunday, April 24.</i>	
<i>Week Fifteen:</i> <i>Monday</i> <i>April 25</i>	<i>Final Literature Review Paper due prior to 11:59pm Sunday May the 1st</i> <i>No extensions/exceptions made. If not posted by 11:59pm Central Standard Time, Sunday, May the 1st then submission will not be graded.</i>		

Instructor Bio

My practical experiences are as an early corporate America executive retiree with 35 years of corporate background. These associations were with Fortune 200 firms in the Computer/Telecommunications -Motorola and Nortel - and Security/Risk and Financial Services -The Pittston Company- industries in various executive positions both in financial

and operational capacities. Presently I am founder/President of a consulting firm LMB LLC. The practice offers financial and management services for organizations experiencing change and need assistance with process changes, structural development, and strategic direction as well as assisting start-up ventures with the development of business plans. Recent clients include a Fortune 400 firm with a Lean Sigma initiative project as well as merger and acquisition endeavor and a NASDAQ firm with a business development (marketing strategy) project. The firm's offerings to higher education include: Development of courses and curriculum for the marketing and management department and the Executive MBA program. Management of the members of the faculty for the department of marketing and management from 2009 through 2013, Graduate faculty status as well as graduate faculty instruction in business courses with accredited institutions of higher learning; affiliation with Texas A & M University-Commerce as Executive Director of President's Cabinet, Chairman of Foundation Board, Advisory Board member for the College of Business and Entrepreneurship and drafter/developer of a co-education agreement between TAMU-Commerce and China University Geosciences Beijing China (CUGB). Have lectured in Beijing, China on the benefits/practices of doing business with an American firm. Assisted Chinese venture firm in the development of a business plan and obtainment of a loan to provide products/services during the 2008 Olympics. Obtained an Ed D in Supervision, Curriculum, and Instruction which was confirmed in May 2010 from Texas A & M University-Commerce. Dissertation was Presidents as Transformation or Transactional Leaders in Higher Education. Graduated from East Texas State University with a BBA in Accounting and MBA in Marketing/Management. In addition, have a MA in International Management from the University of Texas at Dallas. My instructing experiences began as a graduate teaching assistantship while pursuing my MBA. The courses were in Introductory Accounting I and II. Post-graduation, while an officer in the USAF, taught Immediate Accounting courses at night. Received initial online instructional experience as a member of the faculty for the University of Phoenix in 2002 with approval and experience in teaching online graduate courses in Organization Leadership and Change Management, Marketing Management and Management. Also approved and experienced in teaching on premise undergraduate courses in Critical Thinking and Decision Making and Marketing. In addition, have taught, since 2002, on premises undergraduate and online graduate classes as a Professor at Texas A & M University-Commerce. Previously Department Head and Assistant Professor for the Department of Marketing and Management in the College of Business and Entrepreneurship. Classes instructed at TAMUC have been in Management and Organizational Behavior, Entrepreneur Strategy, Strategy Management, Operations Management, Introduction to Business Finance, Marketing, Distribution Management for Global Markets, Transforming Organizations, Managing on the Edge, Management and Organizational Behavior, Executive Development, Marketing Management, Marketing Environment and Operations and Organizations. Developer of EMBA 535-Global Operations Management and 545, Executive Decision Making and first instructor to instruct original co-hort group with these particular courses. In the Fall 2011 instructed Marketing Management at the International Institute for Higher Education in Morocco.

