University of Massachusetts Lowell  
Manning School of Business  

MGMT 301 – Organizational Behavior  
Syllabus – Spring 2015  

Instructor: Michael C. Beers, Ph.D.  

Catalog Description: Examination of individuals, groups and organizations from a behavioral and structural perspective. Topics include employee motivation and satisfaction, communication, power and politics, the dynamics of groups and teams, conflict management, and organization design and change.  

Course Overview  
Organizational behavior is the only course you will take that will be relevant to you no matter what your chosen field of endeavor. Accountants may not need to understand the principles of operations management but they do need to motivate workers. Engineers may not need to understand finance, but they need to be able to work in teams. And so forth. The organizational behavior concepts we discuss this term will be relevant no matter what you do for a living and will remain relevant throughout your careers.  

This course will examine the characteristics and conduct of and within contemporary business organizations. Organizations will be examined at the macro, meso, and micro levels of analysis:  

Macro - At the macro level, we examine the characteristics of organizations themselves. We will spend most of our time learning about how organizations structure themselves and when and why different structural types are preferred. We also look at how work is structured and the implications of those choices as well as organizational culture.  

Meso – At the meso, or intermediate, level of analysis, we will learn about the behavior of and in groups. The groups can range in size from large, permanent functional departments, such as the human resources function, or small temporary groups that come together and disband after they (hopefully!) complete their assigned task.  

Micro – Finally, at the micro level, we will look at the role of the individual in organizations – what motivates them, how they learn and behave in different situations.  

Through the course of the term, I will be presenting a series of frameworks, typologies, concepts, and theories. The purpose of these constructs is to provide you with different ways of understanding organizational phenomena. This will also serve to increase your business literacy.  

Course Objectives  
There are three levels of understanding or comprehension of the material in the course. These levels do not correspond to the three levels of analysis listed above.
Memorization – The bare minimum is for you to understand and remember the material that is presented. In the context of an exam, this means giving correct answers to simple questions of the “Name the three…?” or “What are the…?” variety.

Application – Memorization and a rudimentary understanding of OB concepts and frameworks are necessary but insufficient aspects of subject matter mastery. It is important to be able to recognize real world examples of the phenomena we discuss in class and to be able to use the frameworks and concepts in real world situations (or at least be able to say how they would inform your decisions if you were in such a situation).

Integrative thinking – Fritz Roethlisberger (a famous OB professor from Harvard Business School) once said that practitioners (managers) should use the concepts and frameworks of the field of organizational behavior as “walking sticks,” – crude, useful tools to assist individuals as they negotiate the terrain of their professional lives. Most notably (especially from a professor of OB), he said that once any particular walk stick lost its usefulness, it should be discarded for another more suitable to the task at hand. I like this metaphor and will offer one of my own. And the end of the term you will have a tool box (your brain) with an assortment of tools (OB concepts). Different tools will be useful for different tasks. Some situations will require the novel use of multiple tools. Different people may approach the same problem employing different tools. The goal is to be able to mix and match – to integrate – the concepts you’ve learned in a way that best fits your situation.

Teaching Method
Most of the course will be conducted using a combination of lecture and class discussion. Students are expected to pay attention, take close notes, and participate in the class discussions. Students are also expected to ask questions!

Academic Honesty
Integrity and honesty are vital traits in business. They begin, however, as habits that must be learned and incorporated into one’s daily life. My policy is simple: if you are caught cheating, you will fail the course.

Weekly Topics, Reading, and Exam Schedule

<table>
<thead>
<tr>
<th>Week/Dates</th>
<th>Topic(s), Readings, Exams, and Reviews</th>
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<tbody>
<tr>
<td>1 1/20, 1/22</td>
<td>Why study organizational behavior? Review of Course Structure and Expectations, Introduction to Business Basics. Read Chapter 1</td>
</tr>
<tr>
<td>2 1/27, 1/29</td>
<td>Monday – Business Basics continued, Organizational Structure Read Chapter 14</td>
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<tr>
<td>Week/Dates</td>
<td>Topic(s), Readings, Exams, and Reviews</td>
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| 3 2/3, 2/5 | Organizational Culture and Ethics  
Reading: Chapter 15, sections |
| 4 2/10, 2/12 | Organizational Culture and Ethics  
Exam 1 Review on Thursday, February 12 |
| 5 2/19 | **Exam 1 – Thursday February 19** – Chapters 1, 14, and 15 and all lectures  
NO CLASS ON MONDAY 2/17 |
| 6 2/24, 2/26 | Organizational Power, Politics, and Conflict  
Read Chapter 10 |
| 7 3/3, 3/5 | Organizational Communication  
Read Chapter 8 |
| 8 3/10, 3/12 | Motivation  
Read Chapter 5  
Exam 2 Review on Thursday, March 12 |
| 9 3/24, 3/26 | **Exam 2 – Tuesday March 24** – Chapters 5, 8, and 10 and all lectures |
| 10 3/31, 4/2 | Diversity  
Readings to be announced |
| 11 | Spring Break No Class |
| 12 4/7, 4/9 | Job Design, Job Values and Attitudes  
No reading assignment |
| 13 4/14, 4/16 | Managing Groups and Teams  
Read Chapter 9 |
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<tr>
<th>Week/Dates</th>
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<tbody>
<tr>
<td>14</td>
<td>Managing a High Performing Organization</td>
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<tr>
<td>4/21, 4/23</td>
<td>No reading assignment</td>
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<tr>
<td>15</td>
<td>Final Exam Review on Tuesday 4/28</td>
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<tr>
<td>4/28, 4/30</td>
<td>Final Exam on Thursday 4/30</td>
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**Final Exam:** Date to be announced

**Exams**
The there will be two mid-term exams and a final exam. Attendance and participation (see below) is required and will count for 10 percent of your grade.

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<thead>
<tr>
<th>Exam</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Exam 1</td>
<td>25%</td>
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<tr>
<td>Exam 2</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Paper</td>
<td>15%</td>
</tr>
<tr>
<td>Attendance/participation</td>
<td>10%</td>
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**Grades**
The grading system that will be used in assigning numeric and letter grades to all course exams and assignments will be determined at the end of the term and will be based, in part, on the distribution of scores on the exams.

**Attendance and Participation**
Class attendance is required. Examinations will be based both on class presentations by the instructor and course reading assignments. It is therefore unlikely that a student would do well in the course if he/she did not attend class on a regular basis. There will be no make-up exams (without sufficient justification) or "extra assignments" for students who earn poor grades.

Class participation is also required. In order to create an environment conducive to learning, students need to be a) awake, and b) not texting. Put your phones away! Do not put your head on the desk and sleep!

**Paper**
You will write a paper which will be worth 15 percent of your grade. I will assign the topic and give you the detailed requirements later in semester.

**Text**
Contact Information and Office Hours
Instructor: Michael C. Beers, Ph.D.
Office: Falmouth 202C
Phone: 978-934-2966 (office)
       617-259-0177 (mobile)
Office Hours: Tuesday, Thursday 8:30 to 11:30; Thursday 8:30 to 11:30pm and by appointment
Email: michael_beers@uml.edu

About Your Instructor
Dr. Michael C. Beers, B.S., M.S., A.M., Ph.D. is a lecturer, at UMass Lowell. He has over 20 years experience in industry and academic settings. He has worked as a consultant in the financial services and healthcare industries, specializing in the areas of organizational learning, knowledge management, and change management.

Dr. Beers has a B.S. in Business Administration and an M.S. in Management Information Systems from Boston University. He also has an A.M. in Sociology and a Ph.D. in Organizational Behavior from Harvard University. He has published articles in journals such as Sloan Management Review and Harvard Business Review.