

*MGT 585 Management & Organizational Behavior
Fall 2015*

Section 80295 –MGT 585 – 01E

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

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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 15 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 August 31 to December 18, 2015. Each week the class will meet every Tuesday evening at 6:15pm through 8:55pm.

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 8:00am 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, 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 Tuesday, December the 8:00am 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 8:00am on the designed date as specified in the assignment

instructions.”

*All assignments should follow the formatting instructions presented below. **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 class meeting.***

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 can check 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.”

Style and format for assignments: *(This is applicable for all assignments except posting in the Discussion folders.*

Use the following guidelines for all assignments that will be turned in to the instructor during the course except the discussion responses. 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 flexible in a face to face course. However, in this course, physical class attendance is mandatory and required as well as student discipline to meet due dates for cases and the Final Literature Review Paper. We will move quickly and intensely throughout this course so be prepared to dedicate a minimum of seven hours per week (2 hours and 40 minutes each week in class) of your life between now and December 18th . 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. 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. Topic to drawn on first class meeting.

The research paper will be on a Management and Organizational Behavior topic. The topic will be drawn on the first class meeting. **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 Tuesday, December 8th prior to 8:00am. 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. 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.

Semester calendar

	<i>Organizational Behavior</i>	<i>Bauer & Erdogan</i>	APA
		<i>Chapters</i>	
<i>Week One:</i> <i>Tuesday</i> <i>September 1</i>	<i>Course Introduction (Management OB), Case Analysis, Literature Review, Periodical Databases, & APA Style</i>	<i>Read 1,3, & 4</i> <i>Assign Case I-to be announced</i> <i>Assign Final Literature Review Paper-topic to be drawn.</i> <i>Assign Humphreys & Einstein (2004), Humphreys et al.(2010),and Humphreys (2003) for reading</i>	<i>Show up</i>
<i>Week Two:</i>	<i>Individual Differences</i>	<i>Read 5 & 6</i> <i>Assign Pfeffer & Sutton (2006) and</i>	

<i>Tuesday</i> <i>September</i> <i>8</i>		<i>Humphreys et al.</i> <i>(2011) for reading</i>	
<i>Week</i> <i>Three:</i> <i>Tuesday</i> <i>September</i> <i>15</i>	<i>Work Motivation & Incentives</i>	<i>Read 12 & 13</i> <i>Assign</i> <i>Humphreys(2002a)</i> <i>and Humphreys</i> <i>(2005b) for reading</i>	
<i>Week</i> <i>Four:</i> <i>Tuesday</i> <i>September</i> <i>22</i>	<i>Leadership and Power</i>	<i>Assign</i> <i>Humphreys,</i> <i>Randolph-Seng et</i> <i>al. (in press) and</i> <i>Humphreys,</i> <i>Novicevic et al.</i> <i>(in press) for</i> <i>reading</i>	
<i>Week</i> <i>Five:</i> <i>Tuesday</i> <i>September</i> <i>29</i>	<i>Debriefing of Case I</i>	<i>Case I due prior</i> <i>to 8:00am on</i> <i>Tuesday,</i> <i>September 29.</i> <i>Assign Case II-to</i> <i>be announced</i> <i>Read 7, 8, & 10</i> <i>Assign Joni &</i> <i>Beyer (2009),</i> <i>Humphreys,</i> <i>Novicevic, Hayek</i> <i>el al.(2015), and</i> <i>Humphreys &</i> <i>Langford (2008)</i> <i>for reading</i>	
<i>Week Six:</i> <i>Tuesday</i> <i>October 6</i>	<i>Communication and Managing Conflict</i>	<i>Read 14 & 15</i> <i>Assign</i> <i>Humphreys</i> <i>(2004, 2005a,</i> <i>2007) for reading</i>	
<i>Week</i> <i>Seven:</i>	<i>Organizational Culture and Change</i>	<i>Read 9</i> <i>Assign Novicevic</i>	

<i>Tuesday</i> <i>October 13</i>		<i>et al. (2011) and Pane Haden & Cooke (2012) for reading</i>	
<i>Week Eight:</i> <i>Tuesday</i> <i>October 20</i>	<i>Groups and Teams</i>	<i>Read 11</i> <i>Assign Caruth, Caaruth & Humphreys (2009) for reading</i>	
<i>Week Nine:</i> <i>Tuesday</i> <i>October 27</i>	<i>Problem Solving and Decision Making</i>	<i>Assign Pryor, Humphreys, & Taneja (2008) for reading</i>	
<i>Week Ten:</i> <i>Tuesday</i> <i>November 3</i>	<i>Debriefing of Case II</i>	<i>Case II due prior to 8:00am on Tuesday, November 3.</i> <i>Assign Case III-to be announced</i> <i>Assign Humphreys (2002b), Humphreys, Ahmed, & Pryor (2009), and Mobley & Humphreys (2006) for reading</i>	
<i>Week Eleven:</i> <i>Tuesday</i> <i>November 10</i>	<i>Diversity and Ethical Decision Making in a Dynamic World</i>	<i>Case III due prior to 8:00am on Tuesday, November 10.</i> <i>Assign Case IV-to be announced</i>	
<i>Week Twelve:</i> <i>Tuesday</i>	<i>Debriefing of Case III</i>		

November 17			
Week Thirteen	<i>Reminder of Final Literature Review Paper due on December the 8th</i>	<i>Case IV due prior to 8:00am on Tuesday, November 24.</i>	
Tuesday	<i>Thanksgiving Week</i>		
November 24			
Week Fourteen:	<i>Final Literature Review Paper due prior to 8:00am Tuesday on December the 8th</i>		
Tuesday	<i>Debriefing of Case IV</i>		
December 1	.		
Week Fifteen:	<i>Final Literature Review Paper due prior to 8:00am Tuesday, December 8. No extensions/exceptions made. If not posted by 8:00am Central Standard Time then submission will not be graded.</i>		
Tuesday			
December 8			

Instructor Bio

Dr. Lloyd M. Basham

My practical experiences are as an early corporate America executive retiree with 30 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. Management of the members of the faculty for the department of marketing and

management, 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 Organizational Leadership 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. Currently Department Head, Assistant Professor for the Department of Marketing and Management in the College of Business and Entrepreneurship. These classes have been in Entrepreneur Strategy, Strategy Management, Operations Management, Introduction to Business Finance, Marketing, Distribution Management for Global Markets, Transforming Organizations, Managing on the Edge, Executive Development, Marketing Management, Marketing Environment and Operations and Organizations. Developer of EMBA 535-Global Operations Management and first instructor to instruct original co-hort group with this particular course. In the Fall 2011 instructed Marketing Management at the International Institute for Higher Education in Morocco.

