**MANAGEMENT 360**

**MANAGING BEHAVIOR IN ORGANIZATIONS**

(Please note: As prerequisites, you must have junior standing and a 2.5 GPA or you will be dropped the second week of classes. Also, this course is designed to meet the UNL ACE 6 designated criteria. This means that this course focuses on the use of social science (i.e., theories and research findings contributing to the historical and contemporary body of knowledge) to understand, evaluate and effectively manage human behavior in organizations. Specifically, the course material draws on social and behavioral sciences (e.g., psychology and sociology) theories and methods with an organizational background (e.g., views of the environment, diversity, ethical issues and organization design/culture). The topics of organizational behavior (e.g., personality, motivation, stress, power and politics, team work, and leadership) are presented and discussed. All the material in the course is designed to develop managerial thinking and skills that enhance organizational performance.)

PROFESSOR: Dr. Fred Luthans

University and Distinguished Professor of Management

OFFICE: See me before or after class preferably in the lecture hall, or if not my office is

271 CBA, with any questions/problems or make an appointment.

REQUIRED TEXTS: Luthans, Organizational Behavior, 12th Ed., McGraw-Hill, 2011. Note

this edition contains material on tests that is not in 11th edition.

Course Objectives

1. Examine the role of evidence-based research in establishing solutions to organizational behavior problems.
2. Explore globalization, diversity, and ethical issues in the context of organizational behavior.
3. Explore organizational factors affecting behavior, including reward systems, culture, and organizational design.
4. Study individual behavior in organizations, including personality, stress, and conflict.
5. Compare and contrast motivation concepts and techniques used to enhance work performance in organizations.
6. Provide the background, concepts, applications and development of positive organizational behavior and psychological capital.
7. Examine interpersonal behavior, including behavioral management, teamwork, and leadership theories and applications.

Course Outcomes

Upon completion of this course you should be able to:

1. Understand and identify key organizational behavior practices and theories.
2. Use the information and tools learned in the course to analyze and evaluate how effectively an organization uses its human capital.
3. Apply course concepts to enhance work performance in organizations, including developing and managing psychological capital and high employee engagement.
4. Execute organizational behavior principles in a responsible and ethical manner.
5. Become an effective leader of any type, function or level of an organization.

COURSE OUTLINE, READING ASSIGNMENTS, AND SCHEDULED EXAMS:

1. **Introduction to an Evidence-Based Approach and the Environmental Context of Organizational Behavior: Current, Historical, Global, Diversity, Ethical, and Organizational Design/Culture**

Chapters 1-3

Exam 1 (This 75 point exam covers relatively more material from class than the text.)

2. **Understanding Employee Behavior: Personality, Motivation and Stress**

Chapters 5, 6, and 9

Exam 2 (this 75 point exam covers about equal material from class and the text.)

3. **Positive OB and Psychological Capital**

Chapter 7 and powerpoints

Exam 3 (This 75 point exam mostly covers material from class and on-line modules, power points and supported by the chapter.)

4. **Managing and Leading for High Performance**

Chapters 12-14

Exam 4 (This 75 point exam covers about equal material from class and the text.) The final for this course is scheduled from the university to be held (1) for 1:30 p.m. MW class on Wed., Dec 17th from 1-2:30p.m. and (2) for 7:00 p.m. MW class on Monday, Dec. 15th from 8:15 to 9:45p.m.

EVALUATION:

As shown in the above schedule, there will be four exams (all are 75-point exams for a total of 300 points). All of these exams are true-false and mostly multiple choice. The dates of the exams will be announced a week or two in advance and there are no make ups. On an emergency basis, prior to the exam (not after) talk to Dr. Luthans for what can be done. Bonus points can be earned as follows:

Attendance:

0, 1 or 2 absences = 20 extra credit points. Remember that with 300 total points on the exams, these extra credit attendance points can definitely make a difference in your final grade. These points are provided because unlike some other courses and since there is no term paper or essay exams, the material and videos presented in class and virtually are a key component in meeting the learning objectives of this course.

Extra Credit:

Based on your attendance points and participating in a research project, that will be described later in the course, you have the opportunity to earn specified extra credit points. These are the only possibilities.

Class Contribution:

For interesting and positive contributions to the class (which mainly amount to attempts to answer questions asked during class and a general interest in the topics of the course), at the end of the course this in-class engaged activity will be considered in very borderline cases. This will be limited to only those few students who stand out in the class as making an obvious (to Dr. Luthans) contribution to the discussion throughout the semester.

The grading will be determined by total points on the four exams. The extra credit points are added to your total score on exams divided by the base of 300 to calculate your percentage. The final grade for the course is determined by the following standards:

97% and above = A+ 72 - 76 = C

92 - 96 = A 77 - 79 = C+

90 - 91 = A- 70 - 71 = C-

87 - 89 = B+ 67 - 69 = D+

82 - 86 = B 62 - 66 = D

80 - 81 = B- 60 - 61 = D-

59 and below = F

(Note: .5 and above rounds off to higher number, below .5 to the lower number.) Please note that because generous extra credit points are available, your final grade will be determined by your exact total points, even if you just miss the next grade by a point.

CLASSROOM PROCEDURES:

You are expected to attend (except for medical excuses and something that is given prior approval) and be **FULLY** engaged (i.e., no sleeping, reading paper, having cell phone on, leaving during class, etc.) in all classes and be punctual (tardies will eventually count as an absence). If you are tardy, it is your responsibility to let me know at the end of that class period so you are not counted as absent. You are expected to ask questions, discuss topics, and attempt to answer questions that are asked in class. Remember, in a class such as this, the classroom procedures and exam schedules must be followed precisely and consistently, but during class there is an informal climate and hopefully you will have an enjoyable experience and get to know me and your classmates. Questions not in your textbook or power point presentations shared on BlackBoard will be included in the exams. You will be asked to voluntarily contribute to a research project specified by Dr. Luthans. The details of this project will be given later in the semester and some of the work will lead to extra credit. Videos (some of the content which will be randomly included on exams) will be used throughout the course. Also as announced, some of the classes will be delivered virtually by Professor Luthans via Blackboard.

AMERICANS WITH DISABILITIES ACT

Students with disabilities are encouraged to contact the instructor for a confidential discussion of their individual needs for academic accommodation. It is the policy of the University of Nebraska-Lincoln to provide flexible and individualized accommodation to students with documented disabilities that may affect their ability to fully participate in course activities or to meet course requirements. To receive accommodation services, students must be registered with the Services for Students with Disabilities (SSD) office, 132 Canfield Administration, 472-3787.

Academic Dishonesty and Honorable Student Behavior

Honesty and integrity is expected of all students. If you cheat on any exam or assignment you will receive an automatic “F” for that exam or assignment and possibly a failing grade for the course. The University of Nebraska Student Code of Conduct stipulates that students are entitled to the rights and protections enjoyed by members of the larger community. At the same time students have the responsibility to conduct themselves in a lawful manner and in compliance with the University’s standards for student conduct. The maintenance of academic honesty and integrity is a vital concern of the University community. Students found guilty of academic dishonesty can be subject to both academic and disciplinary sanctions. Academic dishonesty includes, but is not limited to:

1. Cheating: copying from another student; attempting to use unauthorized materials for an exam; communicating information in an unauthorized manner to another person during an exam
2. Fabrication or falsification: falsifying or fabricating any information or citation in an academic work. Falsification is the alteration of information, while fabrication is the invention or counterfeiting of information.
3. Complicity in Academic Dishonesty: helping or attempting to help other students commit an act of academic dishonesty.
4. Falsifying Grade Reports: changing or destroying grades or scores on an exam or in an instructor’s records.
5. Misrepresentation to Avoid Academic Work: misrepresentation by fabricating an otherwise justifiable excuse such as illness, injury, accident, etc. in order to avoid or delay the submission of academic work.
6. Other: members of the faculty may prescribe additional standards of conduct for academic dishonesty in a particular course, and violation of any such standard constitutes misconduct under this Code of Conduct.

See <http://stuafs.unl.edu/ja/code> for complete details about the Student Code of Conduct

Recommendations for Contacting the Instructor:

If you have a question about course policies, please read the syllabus first to see if the issue was addressed there. If you have a question that might require some “back and forth” it’s often easier to ask it in person after class. This allows the instructor to ask you questions to clarify your situation without unnecessary emails. Only use email as a last resort when absolutely necessary. For example, there is no need to inform me that you will miss a class: you can miss 2 classes for any reason at all and still get 20 extra credit points! If you plan to miss multiple classes, consider taking another section of the class that is more convenient to your schedule.

CLASSROOM CONDUCT:

I expect that everyone in this class (I include myself in this group) will conduct themselves in a professional manner. It is the policy of the University of Nebraska-Lincoln to not discriminate on any basis. The faculty of the College of Business Administration and Department of Management strongly support this policy. If you feel that some form of discrimination has been directed at you, contact me immediately or the Management Department Chair.

Enjoy and value your learning about the very important human side of organizations and management!