



UNCG

Bryan School of
Business *and* Economics

Course Syllabus MBA 604 - Organizational Behavior Bryan 128

INSTRUCTOR INFORMATION:

Professor: Dr. Kevin B. Lowe
Office: Bryan 352
Office Hours: W, R 5-6; and by appointment.
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COURSE MATERIALS:

Primary Text: Greenberg, J. (2004). Managing behavior in organizations, 4th ed.
Upper Saddle River, NJ: Prentice Hall. ISBN#: 0-13-144746-7

Additional Readings: Additional readings will be identified at our weekly class meetings. Additional readings will typically be posted into the "Course Documents" area of Blackboard and will occasionally be distributed in class. Readings posted or distributed at least one week in advance of an examination date are examinable.

COURSE DESCRIPTION:

This course is intended to provide the student with cutting edge thinking on a variety of organizational behavior and management topics. The class is a survey course and therefore several topics will be covered quickly requiring the student to work through the details outside of class. Students in this course should plan to devote at least two hours outside of class for every one hour in class.

COURSE GOAL:

The course will equip the student with organizational behavior knowledge necessary to be successful in more advanced MBA courses.

COURSE OBJECTIVES:

Students will have a better understanding of the following upon completion of this course:

- ◆ How does perception operate to determine workplace interpretation and evaluation?
- ◆ How do various reward systems impact workplace behavior?
- ◆ How is influence obtained? How is influence exercised?
- ◆ How can communication and decision making be improved?
- ◆ When leading a self-managed work force, what do managers do?
- ◆ How can managers be most effective in a global work environment?
- ◆ What will leaders need to know to be effective in the 21st Century?
- ◆ Are politics a positive or negative for organizational functioning?

CLASS FORMAT:

Each class will include: (1) lecture on and discussion of the assigned chapters and readings and; (2) a 15-20 minute break. Several classes will also include an in-class exercise.

EVALUATION: The class grade contains the following components:

(1) Exam One	40%
(2) Exam Two	45%
(3) Class Citizenship-General	8%
(4) Class Citizenship-Exercises	7%

Grades will be assigned on a numeric scale for each element of the course. The weighted average of the numeric grades will be converted into final letter grades as follows:

A+: 98-100	A: 94 -97%	A-: 92 – 93%
B+: 90 – 91%	B: 85 – 89	B-: 83 – 84
C+: 81-82	C: 76-80	C-: 74 -75

D's and F's follow a similar 9 point structure

GRADE COMPONENT DESCRIPTIONS:

Exam One: The first exam will be a mini-case that will be provided after the break period. Students will have from 8:00-9:20 to read the mini-case and then identify as OB related concepts discussed in the lectures and assigned chapters. Student answers will be graded on: 1) the quantity of relevant concepts identified; 2) the quality of the discussion that connects course concepts to the behaviors and dynamics of the case; and 3) the clarity with which the connections are made. Students *may* use their text and notes as reference material when completing exam one.

Exam Two: The second exam is cumulative and will be short answer (e.g. half page) questions drawn from a study guide provided one week before the exam. Students will have from 8:00-9:20 to complete the exam. Students *may not* use any reference materials when completing exam two.

Class Citizenship – General. Attending class, prompt returns from breaks, maintaining eye contact with speakers, challenging and supporting the ideas of others in the class and adding personal examples/insights are some examples of general citizenship behavior. Students should be aware that attendance alone is insufficient to obtain the full mark for this component of the grade. Nonverbal participation and having a voice in the class are also necessary components of a full mark. Class Citizenship–General will be subjectively and globally assessed by the instructor.

Class Citizenship – Exercises. Some classes will incorporate an in-class exercise that requires interaction in groups and with the class. Enthusiastic participation in the form of providing analysis and ideas, playing roles, acting as spokesperson, etc., will improve the learning potential and enhance your chances of obtaining the full mark. Class Citizenship–Exercises will be subjectively and globally assessed by the instructor.

Other:

Blackboard and Electronic Communications: A number of course documents, including course lecture slides and readings, will be posted in Blackboard. Typically an electronic communication will be sent to the class indicating that a new posting has been made. Having access and frequently checking Blackboard will be important for your success in this course.

Email Communications: For purposes of this course I will assume that you check your UNCG email daily. Thus I assume you will be aware of any communications or requests sent at least 24 hours prior to our class meetings. If you have any questions about UNCG email accounts the student assistants in

the computer labs can help. Alternatively you can call 256-tech during normal business hours for assistance.

Inclement Weather: The University of North Carolina at Greensboro will remain open during adverse weather conditions unless the Chancellor makes the administrative decision to make a schedule change. Students can obtain details on those decisions from the Adverse Weather Line at (336) 334-4400 or the web address: <http://www.uncg.edu/iss/weather.htm>

Expectations of Students

By virtue of registering for this course students must conform to all existing principles found in UNCG's Academic Integrity Policy and the Student Code of Conduct. Further details may be found at the following sites:

<http://academicintegrity.uncg.edu/complete/>

<http://studentconduct.uncg.edu/policy/code/> .

Expectations of Faculty

I will make every attempt to conform to all existing UNCG codes and policies. For purposes of this class my teaching role is of particular relevance in reviewing these Guidelines (see http://provost.uncg.edu/faculty/h_section4.asp for further details).

CLASS MEETING SCHEDULE:**Class One (October 25)**

*Chapter One: **The Field of Organizational Behavior?** Exercise*

Class Two (November 1st)

How we know what we know: The pros and cons of surveys as a data collection tool.

*Chapters Two and Three: **Perception, Learning and Personality**
Exercise*

Class Three (November 8th)

On-line lecture - *Chapters Five and Six: **Motivation and Attitudes***

Class Four (November 15th)

*Chapters Five and Six: **Motivation and Attitudes**
Midterm Exam*

**Class Five (November 29th)**

*Chapters Seven, Eight and Ten: **Interpersonal Behavior and Communication in the Workplace, Cross-Cultural OB and Decision Making,** Exercise*

Class Six (December 6th)

*Chapters Nine, Eleven, Twelve: **Teams and Leadership***

Class Seven (December 13th)

Organizational Culture

Exam Two

Note: Additional Readings related to the chapters will be announced in class and posted to Blackboard. Readings handed out in class or posted to Blackboard at least one week before the examination are deemed examinable.

Bio - Kevin B. Lowe

Kevin B. Lowe is a Professor of Business Administration in the Bryan School of Business and Economics at The University of North Carolina of Greensboro. Dr. Lowe holds a Ph.D. in Organizational Behavior from the Chapman Graduate School of Business at Florida International University, an MBA with an emphasis in investments from Stetson University, and a B.S. in Finance from the University of Louisville. Prior to entering academia Professor Lowe worked for several years in Fortune 500 firms American Hospital Supply (now Baxter International) and FPL Group (Florida Power & Light) in finance and strategic planning.

Professor Lowe's research on human resource management, leadership, and cross-cultural management has appeared in a number of diverse outlets including *The Leadership Quarterly*, *Academy of Management Journal*, *Journal of International Business Studies*, *Asia Pacific Journal of Human Resource Management*, *International Journal of Human Resource Management*, *Human Resource Management Journal*, *Journal of Business Ethics*, *Advances in International Comparative Management*, *Journal of Leadership Studies*, *Public Personnel Management and International Business Review*. Professor Lowe was a Visiting Fellow at the University of Western Australia from July to December 2002 and from March to August 2004. He was a Visiting Academic at the University of Southern Queensland from May to August 2007.

Dr. Lowe's research excellence has been recognized in several ways. He is the only two time recipient of the Best Paper Award from *The Leadership Quarterly*. Kevin is currently on the editorial boards of the *The Leadership Quarterly*, *Journal of Organizational Behavior*, *Journal of Leadership and Organizational Studies* and the *Southern Journal of Entrepreneurship*. Dr Lowe has also served as an Associate Editor of *The Leadership Quarterly* for six years. In 2002 his paper on corporate reputation received the Outstanding Congress Paper Award from the ANZAM/IFSAM World Business Congress and in 2003 he received the Outstanding Reviewer Award from the Western Academy of Management. Kevin chaired the Outstanding Paper Award Committee for the Southern Management Association in 2003 and was the SMA 2004 International Management and Innovation track chair.

Dr. Lowe's teaching excellence has also garnered recognition. He received the Bryan School of Business and Economics Junior Faculty Teaching Excellence Award in 1999 and the Bryan School's Senior Faculty Teaching Excellence Award in 2006. In 2007 Professor Lowe received the Board of Governors Teaching Excellence Award recognizing teaching excellence across the 16 campus University of North Carolina system and was nominated to the Council for the Advancement and Support of Education for a U.S. Professor of the Year Award. In 2003, 2005 and 2007 Dr. Lowe was invited to speak on teaching excellence to the faculty consortium of the Southern Management Association. Kevin is a fellow of the UNCG Center for Global Business and Education Research, is a research associate of the Center for Creative Leadership, is a research fellow of the McDowell Research Center for Global IT Management and was UNC Greensboro's inaugural faculty fellow in leadership.

Professor Lowe has chaired the Bryan School's strategic planning committee, is a member of the graduate and undergraduate program committees, has advised several Bryan School organizations, serves on multiple dissertation committees, and teaches in

the Program for Management Development. At the University level Kevin serves on the leadership advisory committee, the long term vision subcommittee, the Building Entrepreneurial Learning for Life (BELL) steering committee and is a delegate to the Faculty Assembly of the UNC system.

Dr. Lowe has been actively involved with a number of organizations. His professional and research partners include ConocoPhillips, the Center for Creative Leadership, Wells Fargo Corporation, American Airlines, Delta Airlines, C. D. Earls and Associates, Cone Mills, Joe's Stone Crab, Lorillard, Motorola Corporation, Piedmont Triad Film Commission, Citibank, Premier Cruise Lines, Vencor and the World Bank-Philippines.