BADM 720 – Management and Organizational Science, Spring 2011
AB 108, TTh 5:30 pm – 6:45 pm

I reserve the right to add or delete from this syllabus at any time.

Professor: Dr. Bret L. Simmons
Office: 310 G Ansari Business Building
Office Hours: TTh 1-2:15 pm; TTh 4-5 pm; or by appointment.
Phone: 682-9163
E-mail: simmonsb@unr.edu
Web-site: http://www.business.unr.edu/faculty/simmonsb/

Text: Nelson & Quick (2011) ORGB
Extra Reading: Becoming the Evidence-Based Manager, (2009) Gary P. Latham
Case package (these are copyrighted, so please do NOT copy and share them).

There is a packet of cases that you will obtain directly by visiting http://www.xanedu.com/
If you don’t already have an account with them, you will need to create one. The course packet number is : 342156. For digital access (you print your own copies), the price should be $105.

Prerequisites: none

Course Description: Study of theory and current management research dealing with individuals and small group behavior in organizations. Topics include individual differences, attitudes, motivation, rewards, job satisfaction, communication, conflict resolution and trust. Managerial applications stressed.

Purpose: My purpose is to change your mind about the value of partnering with others to build healthy, responsible organizations where everyone can thrive.

Expectations: I expect that we will all:

1. Come to every class, on time and prepared.
2. Maintain a relaxed but orderly and professional environment in class.
3. Give each other our best effort at all times.
4. If you ever have a problem or complaint about anything associated with the course, I expect you to give me an opportunity to resolve the issue.

Evaluation

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Grading:</th>
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<tbody>
<tr>
<td>Independent Learning Exam</td>
<td>200</td>
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<tr>
<td>Online Activity</td>
<td>400</td>
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<tr>
<td>Midterm Exam</td>
<td>200</td>
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<tr>
<td>Final Exam</td>
<td>200</td>
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<tr>
<td>TOTAL</td>
<td>1000</td>
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Grading: A: 950 – 1000
A-: 900 - 949
B+: 875 – 899
B: 826 – 874
B - :800 - 824
C: 700 - 799
D: 600 - 699
F: < 599

At the instructor’s discretion, borderline grades may be adjusted in the student’s favor in exceptional circumstances.
Attendance:

I consider it a professional courtesy to let me know if you are going to be absent.

**If you have a total of 5 absences, for whatever reason, you will automatically fail the course.**

Organizational Citizenship:

Participation is strongly encouraged, but it will not be directly measured or graded. Lack of participation, unexcused absences, and distracting behaviors will affect my subject evaluation of your exams, book evaluation, and online activity.

Independent learning exam.

Read and study the book “Becoming the Evidence-Based Manager,” on your own. I will not formally cover this book in class (e.g. notes). An worth 200 points covering the material in the book will be given on 2/08/11. You will be allowed to use one page (double-sided) of your unique notes for the exam, and your notes must be turned in with your exam. Individuals that share with or re-produce notes for others will receive a score of zero on the exam. If you have an **excused** absence (see the exam absence policy) you can make the exam up on either 2/10 or 2/15.

Midterm exam:

A written, take home midterm exam will be due at the start of class on Thursday, March 10, 2011. Watch one of the films listed below and use **specific** course concepts to describe and explain specific behaviors of the characters in the film. Your written evaluation should be no more than 1200 words (please include a word count). Please do NOT write a critique of the film. Please use SPECIFIC concepts and terms that we use in class to describe the personalities, attitudes, and behaviors of the characters as portrayed in the film. The more specific you can be in describing personalities, attitudes, and behaviors observed in the film and explaining them with our concepts, the higher grade you will receive on this assignment. Explanation is more valuable than description. Please do NOT give me a summary or synopsis of the film – I already know what they are about. What I don’t know until you demonstrate it is how well you understand and can apply the concepts we are studying. You can select any ONE of the following films:

- Twelve O’Clock High (1949)
- Miracle (2004)
- North Country (2005)
- The Endurance (2000)
- 12 Angry Men (1957)
- The Tillman Story (2010)
- A Few Good Men (1992)
- Elizabeth – (1998)
- Silkwood (1983)
- The Contender (2000)
- Restrepo (2010)

Final Exam:
A comprehensive, in-class exam will be given during the scheduled final exam period, May 10, 2011. The exam will cover all assigned materials and in-class discussions for the entire semester. The exam will consist of short answer and multiple-choice questions. The exam will evaluate your knowledge of and ability to apply the most important concepts covered during the semester.

The best way to prepare for the final exam is to read all assigned materials, attend every class, engage in class discussions, and find ways to continually apply the material to your own work and life. By design, you should not expect good results on this exam if you wait until the last minute and try to “study” for it.

**Online Activity:**

1. Create a blog for yourself at [www.wordpress.com](http://www.wordpress.com). You will use this blog to chronicle the things you are learning in the class. **At a minimum, you will create a blog entry for every assigned case and extra reading PRIOR to the date we will discuss the case or extra reading in class.** Follow the blog post schedule provided on the first day of class. The purpose of this is to assure that you are prepared to discuss the case or reading in class. Your blog entry should discuss the most important things you LEARNED from the case or reading. Please do not just tell me what the case or article says – I already know that. What I don’t know until you tell me is what you THINK about it, and how what you learned might have a chance to affect your own behavior.

   Please limit your comments to facts about the blog and application of the concepts we are learning in class about leadership and management. **I will not reward rants about your political philosophy.**

   Your first blog is due Tuesday, January 25, on the HBS Case “Teaching Smart People How To Learn.”

2. Please establish an account for yourself at [http://www.linkedin.com](http://www.linkedin.com/). Set-up your profile by 1/25/11 and work to establish at least 50 connections by 03/03/11. There are 35 people in this class, so getting to 50 will not be that difficult. Join the group BADM 720, AND at least ONE additional group – your choice. At the end of the semester, you have the option to delete your linkedin account. **Make sure to post your blog address at your linkedin account. This is how I will access and score your blog.**

3. Subscribe via e-mail or RSS reader to all of the following blogs listed in the blog roll at [www.brettsimmons.com](http://www.brettsimmons.com) **I highly recommend** you get an account with Google Reader.

   Mary Jo Asmus
   Incentive Intelligence
   Management Excellence
   Three Star Leadership
   Great Leadership
   Bob Sutton
   The Cynical Girl

   You are free to subscribe or monitor other blogs, but you must subscribe to these seven. I have provided a link on my website (MBA Blogs) that you can use to subscribe to all seven at once.

   These individuals post pretty regularly and they are good about responding to comments. You should get notifications of new articles from at least one of the five websites almost daily. Find a blog post that interests you and leave the author a concise but substantive comment. If they are going to reply to your comment, most blog authors do so within a day. Print the blog article, your comment, and the blog
author’s response to your comment and bring it to class with you every Monday. This assignment is first due on Tuesday, January 25, 2011.

I will provide two separate evaluations of your online activity, each worth 200 points for a total possible score of 400 points. The first evaluation will be returned to you on 03/22/11 and the final one returned on 05/03/11.

**Grading Criteria:**
1. Comprehensive completion
2. On time
3. Good faith effort (at least 2 full paragraphs, 3-5 paragraphs for more complex cases)

**Evaluation #1:** Joined BADM 720, linked to me, blog linked to profile after 5:30 pm 1/25/11 – minus 100 points

**Evaluation #1:** Less than 50 connections by 03/03/11 – minus 25 points

**Evaluation #1 and #2:** Each blog post that is late – minus 15 points

**Evaluation #1 and #2:** Each missing blog post – minus 25 points

Changing the date/time on blog posts is considered academic dishonesty (see below).

**General Policies**

1. If any member of the class feels that he/she has a disability and needs special accommodations of any nature, you should contact your instructor and the Disability Resource Center, Thompson Building, Suite 101, 784-6000. Reasonable accommodations will be made to ensure that you have a fair opportunity to perform in class.
2. Late work is not accepted. Late work will receive a score of zero.
3. All assignments are due in class on the due date and must be submitted in person. Assignments that are submitted via e-mail, slid under my door, or left with the secretary will be returned with a grade of zero unless this arrangement was negotiated with me in advance.
5. Disruptive behavior will be addressed using a progressive discipline approach. Any single instance of disruptive or unprofessional conduct may result in the loss of a letter grade in the course, regardless of where we are in the progressive disciplinary process.
6. Please turn your cell phones OFF during class. Please DO NOT send or receive text messages during class. Cell phones MUST be stored whenever examination material is on your desk.
7. Exam Absence Policy: An absence is considered excused if 1) you are out of town on a university sponsored or work related (traveling on business) event, 2) you are sick or hospitalized, or 3) you are attending a funeral. I must approve all absences in advance and I must receive your written documentation within one week of the absence. Please understand that you MUST provide written documentation for your absence to be excused.
8. The COBA Curriculum committee approved the following recommended maximum work/credit hours schedule for students.

<table>
<thead>
<tr>
<th>Work Hours/Week</th>
<th>Credits taken/semester</th>
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</thead>
<tbody>
<tr>
<td>10 hours</td>
<td>15 credits</td>
</tr>
<tr>
<td>20 hours</td>
<td>12 credits</td>
</tr>
<tr>
<td>30 hours</td>
<td>9 credits</td>
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The maximums work both ways. For example, a student working 10 hours per week should not take more than 15 credits and conversely, a student who is taking 15 credits should not work more than 10 hours per week.

ACADEMIC HONESTY

All work in this course must be completed in a manner consistent with UNR Academic Standards for Students [http://www.unr.edu/sjmas/Academicstandards1.htm](http://www.unr.edu/sjmas/Academicstandards1.htm). You should also be familiar with the information on student conduct at the following site [http://www.unr.edu/stsv/acdopol.html](http://www.unr.edu/stsv/acdopol.html). Below is an excerpt from that policy:

Academic dishonesty is against university as well as the system community standards. Academic dishonesty is defined as: cheating, plagiarism or otherwise obtaining grades under false pretenses. Plagiarism is defined as submitting the language, ideas, thoughts or work of another as one's own; or assisting in the act of plagiarizing by allowing one's work to be used in this fashion. Cheating is defined as (1) obtaining or providing unauthorized information during an examination through verbal, visual or unauthorized use of books, notes, text and other materials; (2) obtaining or providing information concerning all or part of an examination prior to that examination; (3) taking an examination for another student, or arranging for another person to take an exam in one's place; (4) altering or changing test answers after submittal for grading, grades after grades have been awarded, or other academic records once these are official.

Disciplinary procedures for incidents of academic dishonesty may involve both academic action and administrative action for behavior against the campus regulations for student conduct. The procedures involve the determination by the faculty member pursuing concerns over alleged cheating or plagiarism as to whether administrative action is warranted, in addition to making a determination as to any academic consequence. Academic action may include: (1) cancelling the student's enrollment in the class without a grade; (2) filing a final grade of "F"; (3) awarding a failing mark on the test or paper in question; (4) requiring the student to retake the test or resubmit the paper.

Academic Success Services: Your student fees cover usage of the Math Center (784-4433 or [www.unr.edu/mathcenter/](http://www.unr.edu/mathcenter/)), Tutoring Center (784-6801 or [www.unr.edu/tutoring/](http://www.unr.edu/tutoring/)), and University Writing Center (784-6030 or [www.unr.edu/writing_center](http://www.unr.edu/writing_center)). These centers support your classroom learning; it is your responsibility to take advantage of their services. Keep in mind that seeking help outside of class is the sign of a responsible and successful student.

EXTRA CREDIT:

Extra credit opportunity is provided not only to help your grade, but also to encourage you to engage in activities that will either support the class or enhance your learning experience. If you take advantage of all of the options listed below, you could potentially earn 50 extra credit points. I do not provide a "curve" at the end of the course, so please consider this your opportunity to provide your own "curve". These opportunities are entirely optional.

Opportunity # 1: Student data sheet (30 points possible)

*This offer expires on Tuesday, 02/08/11 during office hours.*
For 5 points, fill out the student data sheet that I will provide you and bring it with you to my office during office hours to introduce yourself. For the full 30 points, attach a recent photo of yourself to the data sheet. Please don’t simply slide the sheet under my door - you have to at least say, “hello, my name is...” and shake my hand to register points.

**Opportunity #2: MBTI (20 points possible). Due ONLY on Thursday, 2/03/11, in-class.**

Take the MBTI (I will provide a handout or link). Tell me your type, then *interpret your type and tell me how accurate your type is*. Please devote one page, single-spaced, 12-point font, 1-inch margins to your written interpretation. This exercise will be accepted **ONLY** on Thursday, 2/03/11, IN-CLASS.

**Schedule note:** The tentative schedule provided on the next page is just that – tentative. The amount of time we spend each class period with questions and discussion is unpredictable; therefore, I can only estimate when we will start and finish any given chapter or topic. If, for example, Chapter 3 is assigned on Tuesday and we don’t finish it, then we will take up where we left off in the material when we meet again on Thursday. Any assigned material not covered will be “rolled over” to the next class until, and we will eventually “catch-up” with the schedule.

The blog post schedule, provided separately, is NOT tentative. That is a hard schedule and all blog posts are due on the dates indicated in the schedule, regardless of our progress covering the material. It is possible that you will post a blog post one or two class periods before we actually discuss the material, especially early in the semester.
# Tentative Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Tuesday</th>
<th>Thursday</th>
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</thead>
<tbody>
<tr>
<td>1/18</td>
<td>Introduction/Syllabus</td>
<td>Text chapter 1</td>
</tr>
<tr>
<td>1/25</td>
<td>HBS Note: Teaching Smart People How to Learn</td>
<td>Text chapter 1 and 2</td>
</tr>
<tr>
<td>2/1</td>
<td>Text chapter 3 Extra Readings</td>
<td>Text chapter 3</td>
</tr>
<tr>
<td>2/8</td>
<td><strong>Independent Learning EXAM</strong></td>
<td>Text chapter 4 Extra Readings</td>
</tr>
<tr>
<td>2/15</td>
<td>Text chapter 4</td>
<td>Stanford Case: Southwest Airlines</td>
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<tr>
<td>2/22</td>
<td>Text chapter 5</td>
<td>HBS Specialty Medical</td>
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<tr>
<td>3/1</td>
<td>HBS Nordstrom HBS The SAS Institute</td>
<td>Text chapter 6</td>
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<tr>
<td>3/15</td>
<td><strong>SPRING BREAK</strong></td>
<td><strong>SPRING BREAK</strong></td>
</tr>
<tr>
<td>3/22</td>
<td>Text chapter 9 Extra Readings <strong>Online Evaluation #1 returned</strong></td>
<td>HCL Technologies A and B</td>
</tr>
<tr>
<td>3/29</td>
<td>Text chapter 10 Extra Readings</td>
<td>Text chapter 11 Extra Reading: The Dean’s Disease Film: The Fog Of War (time permitting)</td>
</tr>
<tr>
<td>4/5</td>
<td>HBS Evidence Based Management Extra reading: Good to Great (see website)</td>
<td>HBS Diamonds in the Date Mine HBS Gary Loveman and Harrah’s</td>
</tr>
<tr>
<td>4/12</td>
<td>HBS Level 5 leadership Text chapter 12</td>
<td>Text chapter 12</td>
</tr>
<tr>
<td>4/19</td>
<td>Text chapter 12 HBS Treadway Tire</td>
<td>Text chapter 12 HBS: Layoffs</td>
</tr>
<tr>
<td>4/26</td>
<td>Text chapter 12</td>
<td>Course Evaluations Text chapter 12 Stanford Case: The Men’s Wearhouse</td>
</tr>
<tr>
<td>5/3</td>
<td>ACT Change Organizational Silence Online Evaluation #2 Returned</td>
<td>5/5 PREP DAY –NO CLASS</td>
</tr>
<tr>
<td>5/10</td>
<td><strong>FINAL EXAM 4:30-6:30 pm</strong></td>
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I reserve the right to add or delete from this schedule and syllabus. Changes may be necessary to accommodate time constraints.