Motivation and Work Behavior (ORG-434) On-Line Version
Semester: Winter 2009
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Course Description: ORG 432 Motivation and Work Behavior (4)
Analysis of individual and organizational factors affecting employee motivation, performance
and satisfaction in the work environment. Topics include the role of leadership, job design,
environmental variation, compensation policies, goal-setting techniques and group influences, as
each affects employee attitudes and behavior.

This is an on-line class, there will be no meetings in an actual classroom, everything will happen
through Moodle. The Schedule lists the various assignments for the course, the points for each
assignment, and the dates each assignment is due. Assignments turned in after the due date
receive no points. Following the schedule is a description of each assignment. Following the
descriptions is the list of course topics, and PowerPoint presentations and readings for each
course topic. You may view the presentations and read the readings in any order.

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<th>Due Date</th>
<th>Points</th>
<th>Assignment</th>
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<td>Jan12</td>
<td>5</td>
<td>What Motivates Me?</td>
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<tr>
<td>Jan20</td>
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<td>The Simple Question</td>
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<td>Jan26</td>
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<td>Motivation in the News</td>
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<td>Feb9</td>
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<td>Practitioner Article Report 1</td>
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<td>Mar9</td>
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<td>Case Project: Interview Guide</td>
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<td>Mar16</td>
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<td>Mini Case</td>
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Submitting Assignments. Submit assignments as Word (.doc or .docx), or Adobe (.pdf) files.

Grading. 95% = 4.0, 90% = 3.6, 85% = 3.3, 80% = 3.0, 75% = 2.5, 70% = 2.0, 65% = 1.5, 60% = 1.0. Grammar and spelling always count.

Extra Credit. What methods did your instructor use to motivate students in this class? Maximum length is 2 pages. Due Apr16.

Assignments

Mini Case

Analyze one of the Mini Cases. Apply what you know about motivation and work behavior to one of the six Mini Cases. How can some of the organization’s problems be solved? How can you make the organization more efficient and productive? How can job satisfaction be improved? In dealing with these questions, it is helpful to first develop a framework (theory) to analyze the situation. I should be able to see a systematic approach in your analysis, not just random suggestions. Be sure to clearly identify which Mini Case you are analyzing. Maximum length is 4 pages.
<table>
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<th>Mini Cases</th>
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<tbody>
<tr>
<td><strong>High Tech Ink</strong></td>
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<td>Manufactures low-rub ink for magazines and newspapers. Mostly unionized blue-collar workers handling expensive equipment that pretty much runs itself. There are also some creative scientist/technicians who invent new inks. It is a very competitive market, but High Tech's market share had been growing every year, except last year there was a slight drop. The company has a profit sharing plan. Because market share dropped last year, employees did not receive the maximum payout.</td>
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<tr>
<td><strong>We'll Shoe You</strong></td>
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<td>This is an organization in the high volume retail shoe sales (no special orders) sector. It has few unusual sizes, but carries trendy styles. It is located in five stores in malls around the metropolitan area. Sales workers are the bulk of the workforce, and are mostly part-time. They are well educated and treat their jobs as temporary. There are very high levels of turnover and absence. This is a very competitive market, with at least two competitors at each location.</td>
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<tr>
<td><strong>Donuts to Go</strong></td>
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<td>This is a drive-through donut and coffee store located near a large auto assembly plant. Sales fluctuate with employment levels at the auto plant, and there are large increases in sales during shift changes. It's dull work for the sales people, and there is high turnover (300% per year). All employees are part-time, except for the janitor. Management has found it difficult to hire when the auto plant is operating at full capacity. Wage rates are at minimum with no benefits. Customer relations have been bad, which is a problem for a business that relies so heavily on repeat customers.</td>
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<tr>
<td><strong>Walden Nickel Company</strong></td>
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<td>This company operates two open pit copper and nickel mines in the Upper Peninsula. The demand for copper is highly variable, and the price has skyrocketed recently. The demand for nickel is less variable, and the price is more stable. The workforce is mostly full-time, unionized, low education level miners and supervisors, who have very low job satisfaction. There is a big problem with theft and sabotage, probably the result of a long strike that left some hard feelings. There are widespread rumors of layoffs in the near future and of outrageous bonus payments to top level executives.</td>
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Hollywood Shuttle

This commuter airline operates between Los Angeles, Las Vegas, Reno, San Francisco, and Palm Springs. It caters to first class passengers, with comfortable seating and other extras. The workforce is pilots and flight attendants and support personnel. The company is providing a service that is available elsewhere and often cheaper, so customer service is a key to maintaining sales and profits. The flight attendants are in the midst of contract negotiations and things are not going well.

The Ambassador Bridge

The Bridge Authority employs toll collectors on the U.S. side of the Ambassador Bridge. The job is inherently boring with low skill requirements beyond the ability to make change. There is little opportunity for advancement. The Authority has been experiencing high rates of turnover, low job satisfaction, and an estimated 10% of lost revenue because of theft. An increased traffic level during the holidays brings increased absenteeism and higher than normal medical insurance claims that are probably stress related.

Case Project

Select an organization of which you are a member. The organization can be a social organization, a religious organization, a student organization, or a work organization. You must be an active member of whatever organization you select. At the end of the project, you should be able to relate motivational concepts and theories to this real world organization. There are five parts to the project, with points for each deliverable.

1. Organization Description. (5 points)
Write a one to two page description of the organization you selected (if you have selected a very large organization, you may do this project on a sub-unit). This description should include:
- What the organization does
- How many members/employees are in this organization
- What your role is in this organization
- What is the motivational issue of concern? (Example: Is the reward system congruent with work expectations? How do you get volunteers to share the burden in an organization? Is a negative motivational system in place?) Pick an issue that you can clearly describe. Ideally, at the end of the project, you should be able to identify antecedents and consequences surrounding behavior related to this issue.

2. Interview Guide Draft. (5 points)
Draft an interview guide that you will use to interview two members of the organization. This is a rough draft, I will give you feedback, which must be incorporated into your final version. These questions should focus on how these people view the organization AND the motivational issue under consideration. It is good to clarify what each person's role is. You must have at least
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5, but not more than 10 questions.

3. Interview Guide. (5 points)
Revise your interview survey and submit a copy of what you will be using in your interview. The earlier you finish this step, the earlier you can begin your interviews.

4. References. (5 points)
Locate at least 5 academic or practitioner references relevant to your issue. Read them. You must have at least one reference from *Journal of Applied Psychology, Academy of Management Journal, Academy of Management Review, Public Personnel Management, Journal of Vocational Behavior,* or *Personnel Psychology.* Submit the list of references in APA format. Search for these articles using ABI/Inform or Business Source Premier. By this point in your academic career you should be able to identify possible sources of information that help you solve problems. If you are having difficulties, please contact me.

5. Paper. (30 points)
Use all the information you've collected and write a case analysis of your organization's motivational issue. The maximum length is 5 pages. In this analysis, you should 1) Describe the issue, 2) Give examples of how the issue plays out in the organization (hopefully you have these both from your experiences and from the interviews that you have conducted), 3) Relate these characteristics to relevant course material and your references (I have to see evidence that you are actually using the references you selected), and 4) Discuss how you would fix the problem or motivate organizational members, if you were a Motivational Consultant. For example if you say something like, “My boss is a very poor motivator,” you must follow with “because he/she exhibits the following behaviors as described by Barclay in her landmark article. These include….”

**Papers**

*What Motivates Me?*

What motivates you to exert effort to achieve some goal? What is the source of your motivation? What makes you work hard? Maximum length is 1 page.

*The Simple Question*

Answer the following simple question, and use reasoning to support your answer. Should everything be easy?

*Motivation in the News*

Find a news story in a newspaper or magazine. Write a 2 page report describing what you think motivated the person the story is about to do what they did. For example (and you cannot use
this for your paper), President Russi is trying to get a medical school for Oakland University, what is motivating him to do that? The article must be “findable” on the web, and your report must contain the link to it.

Practitioner Article Report 1

Find an article in a practitioner journal (not a scholarly research article, no research design, no data analysis; not a newspaper or magazine article), write an executive summary and a short paper explaining what the authors are saying about how to motivate employees. The last page must include the full citation for the article (in APA format), and the abstract. Maximum length is 5 pages.

Comment on Article

Read the article listed below. What are the authors saying about motivation and job performance? Are there alternative explanations for the results they obtained? Maximum length is 2 pages.

Book Report

Find a trade book (not a textbook; something you would find in the business section of Borders or Barnes & Noble) dealing with motivation. Write a book report describing what the author thinks motivates people to work hard. Maximum length is 3 pages.

Research Article Report

Find an article in a scholarly journal (not a practitioner article; an article that has a research design, statistics in the results section, application to the workplace in the discussion section), testing some aspect of a theory of motivation. Write an executive summary and a short paper explaining what the authors found about motivation. For example, the article could be testing the relationship between goal setting and job performance, or job design and job performance, or job satisfaction and turnover. The last page must include the full citation for the article (in APA format), and the abstract. Maximum length is 5 pages.

Practitioner Article Report 2

Using the same practitioner article you used for Practitioner Article Report 1, identify the theory of motivation that the author is using. Describe the key ideas in the theory of motivation, and quote passages from the article to show that the author is using that theory. Maximum length is 5 pages.
Book Report 2

Using the same book you used for Book Report 1, identify the theory of motivation that the author is using. Describe the key ideas in the theory of motivation, and quote passages from the book to show that the author is using that theory. Maximum length is 5 pages.