



College of Business Administration
MANA 3318 - Managing Organizational Behavior
Spring 2014

Instructor

Professor Marquardt

Office: COBA 604

Phone: (817) 272-3166

Email (preferred): dmarquardt@uta.edu



[@djmarquardt](https://twitter.com/djmarquardt)

If you need extra help in this course, you are free to come see me during the office hours below, or you may email me. My policy is to respond to all email within 24 hours of receipt.

Office Hours:

MW: 2-3 p.m. (appointments preferred)

Course Info

MANA 3318-003

3 Undergraduate Credit Hours

COBA 241

MWF 1:00 P.M – 1:50 P.M.



[@OrgBQuardt](https://twitter.com/OrgBQuardt) (course Twitter account)

This course is an introduction to the factors that influence individual and group behavior in organizations. Emphasizing findings from the field of organizational behavior, topics covered include: individual differences and diversity, social information processing, work attitudes, stress, work motivation, power and influence, negotiation, teams, leadership, and organizational research.

Required Text & Resources

Textbook:

ORGB3. Nelson & Quick, Southwestern/Cengage Learning. 2013

ISBN: 1133191193 (Available at the bookstore or online)

Student Learning Outcomes:

By participating in this course through regular attendance, completing course assignments, and engaging in assigned individual and group projects, students will be able to:

- Describe the various systems of an organization and how they relate to one another by drawing an accurate diagram with correct labels and design.
- Using at least two theories on individual process and behavior, explain how personality traits and the attribution process influence individual behavior and motivation in the workplace.
- Demonstrate an understanding of communication styles and interpersonal relations in classroom participatory activities.
- Contribute to discussions about enhancing workplace creativity and brainstorming individually and in groups.
- Effectively interact in a group by completing a paper and presentation within an assigned group with high evaluations from fellow group members.
- Explain the impact of cultural differences in the workplace and describe how globalization and the changing demographics of the U.S. are affecting organizational behavior. This will be accomplished in a focused reflection assignment on culture and diversity in organizations.
- Apply an effective ethical decision-making strategy or ethical leadership theory in a case study assignment.
- Evaluate the impact of technology on the workplace by comparing and contrasting various historical technological changes and how they changed the organizational environment. This evaluation will be completed through engaging various technology mediums in class for participation and reflection exercises.
- Demonstrate the ability to identify, access, and analyze current organizational behavior research, by searching a management journal and turning in a summary of a journal article about an organizational behavior topic of their interest.
- Describe key organizational design processes and how they might enhance or detract from interpersonal and group relations for organizations in different industries. This will be applied and written out in essay form.

Grading Policy and Course Expectations

Grading Scale

90-100	A
80-89	B
70-79	C
60-69	D
<60	F

How You Earn Your Grade

Assignment	Points
Tests	35%
Quizzes, Reflections, Assignments	30%
Group Project(s)	15%
Final Exam	10%
Participation and Attendance	10%
Total	100%

Students are expected to keep track of their performance throughout the semester and seek guidance from available sources (including the instructor) if their performance drops below satisfactory levels.

Grades will be put on Blackboard as soon as the assignments are graded. I do my best to have assignment/exam grades up within one week or less after you turn them in. Check your grades often so there are no surprises later in the semester.

Late Work Policy

Assignments - As a responsible adult, it is your duty to keep up with your own schedule and complete assignments on time. If you foresee a difficult week in your schedule, complete your work for that week ahead of time. Any assignment turned in late will lose significant points.

Late work is not accepted 24 hours after the due date.

Examinations – **Be on time.** Arriving over ten minutes late to an examination will result in a failing grade for that examination. If you are experiencing a difficult situation that will prevent you from arriving on time to the exam, I must be notified at least ten minutes before the exam by email in order for me to consider your situation. **NO EXAM MAKE-UPS!**

Expectations for Out-of-Class Study

Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional **6-7** hours per week of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

Quizzes

Two types of quizzes will be used in this course. Reading quizzes will be posted on Blackboard and will be open until one hour before the class begins on the due date of the quiz. They are open book quizzes but you must complete them. These quizzes are intended to assist you in comprehending what you have read for the assigned chapters. The second type of quiz will be taken in class at random and unexpected times to help facilitate the understanding of lecture materials.

Individual Reflections/Assignments

Most weeks you will be asked to reflect on a management practice or supplemental reading. These will be posted on Blackboard with applicable instructions. Reflections must be turned in prior to the beginning of class for the day they are due. Additional assignments will be added as the semester progresses.

Group Exercises and Group Project

You will be put into groups of 3-6 members. These groups will be used for completing inclass group cases/exercises as well as for completing the term project. The term project will require each group to prepare an 8-10 minute presentation along with an 8-10 page typed project that is due at the time of your presentation. Rubrics and project expectations will be given in class. Projects will involve using course content to report on an organization from the corporation list provided by me. No group may select the same company so be sure to make your selection as soon as possible. All company selections are due by **March 3, 2014**.

Attendance Policy

The value of this course is strongly connected to in-class discussion and participation. Therefore, attendance is a course expectation and is weighted within your participation grade. It is expected and required that you will properly notify your instructor before you miss any class period. Failure to notify me before the class you miss will result in an unexcused absence. Excessive unexcused absences may result in a lower grade and/or your withdrawal from the course. Missing an examination will result in a failure for that test.

Excused absences will not be given for early or late travel. Check the course dates prior to booking travel.

University Policies and Services

Grade Grievances

Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current undergraduate catalog:

http://wwweb.uta.edu/catalog/content/general/academic_regulations.aspx#10

Drop Policy

Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. Students will not be automatically dropped for non-attendance. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://wwweb.uta.edu/ses/fao>).

Americans with Disabilities Act

The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

Academic Integrity

All students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

Instructors may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University.

Student Support Services

UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at www.uta.edu/resources.

Librarians to Contact:

The Business Librarians are:

- Ruthie Brock (brock@uta.edu, 817-272-7152)
- Carol Byrne (cbyrne@uta.edu, 817-272-7437) (COBA 136)

Electronic Communication

UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Student Feedback Survey

At the end of each term, students enrolled in classes categorized as lecture, seminar, or laboratory shall be directed to complete a Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week

A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

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Course Schedule – Spring 2014

Meeting	Topics	Readings/Assignments
Jan. 13	Introduction to OB, Syllabus Overview	Ch. 1 (Read Outcomes 3, 4, & 7)
Jan. 15	Human behavior/Diversity	
Jan. 17	Human behavior/Diversity (cont.)	Ch. 2 (Syllabus test and BB reading quiz 1 due)
Jan. 20	Dr. Martin Luther King, Jr. Holiday	NO CLASS
Jan. 22	Personality & Social Perceptions	Ch. 3
Jan. 24	ABC Model/Workplace behavior	(Reflection One Due)
Jan. 27	Attitudes & Emotions	Ch. 4 (Groups announced)
Jan. 29	Motivation in the workplace	Ch. 5
Jan. 31	Social exchange/Motivation (cont.)	(Reflection Two due)
Feb. 3	Organizational learning	Ch. 6 (BB reading quiz 2 due)
Feb. 5	Feedback and Rewards	Cases (TBD)
Feb. 7	Stress and Health Issues	Ch. 7
Feb. 10	Stress and Health (cont.)	(Reflection Three Due)
Feb. 12	Selected topics and readings	Review
Feb. 14	Unit One Exam	Test One (Ch. 1-7)
Feb. 17	Communication/Interpersonal Relations	Ch. 8
Feb. 19	Communication (cont.)	(Reflection Four Due)
Feb. 21	Groups and Teams	Ch. 9
Feb. 24	Group processes	Selected readings/media
Feb. 26	Decision-making	Ch. 10 (BB reading quiz 3 due)
Feb. 28	Power/Politics	(Reflection Five Due)
Mar. 3	Power/Politics (cont.)	Ch. 11 (Company selections due)
Mar. 5	Creativity/Brainstorming	Selected readings
Mar. 7	Creativity/Brainstorming (cont.)	(Reflection Six Due) – Group time
Mar. 10-14	SPRING BREAK	NO CLASSES
Mar. 17	Leadership theories	Ch. 12
Mar. 19	Leadership theories (cont.)	(Reflection Seven Due)
Mar. 21	Leadership (cont.)	Selected readings/case discussion
Mar. 24	Unit overview	Review
Mar. 26	Unit Two Exam	Test Two (Ch. 8-12)
Mar. 28	Selected Topics & Readings	Group time
Mar. 31	Conflict/Negotiation	Ch. 13 (Reflection Eight Due)
Apr. 2	Job Design/Structure	Ch. 14
Apr. 4	Org. Design/Structure	Ch. 15 (BB reading quiz 4 due)
Apr. 7	Org. Culture	Ch. 16
Apr. 9	Selected Readings & Topics	Group time
Apr. 11	Careers & Career Management	Ch. 17
Apr. 14	Careers & Career Management	(Reflection Nine Due)
Apr. 16	Careers (cont.)	Review
Apr. 18	Unit Three Exam	Test Three (Ch. 13-17)
Apr. 21	Group Presentations	Round One
Apr. 23	Group Presentations	Round Two
Apr. 25	Business Ethics	(Reflection Ten Due)
Apr. 28	Group Presentations	Round Three
Apr. 30	Managing Change	Ch. 18
May 2	Managing Change - Recap & Review	Review
May 5	FINAL EXAM – 11:00 a.m. – 1:30 p.m.	Study hard! ☺

“As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled.” – Professor Marquardt