

Organizational Behavior
MANA 3318 – 011
Section 20796
Spring 2015

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Class Time: Tuesday Thursday, 2:00 p.m. – 3:20 p.m.
Classroom: COBA 252
Office Hour: By appointment
Class website: On Blackboard

COURSE MATERIALS

1. Text (required):
Nelson, D. L., & Quick, J. C. 2015. ORGB, 4th edition. Cengage Learning.
2. Group cases will be distributed in class.
3. Supplementary materials will be provided during the semester.

COURSE CONTENT

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.

COURSE OBJECTIVES AND LEARNING OUTCOMES

Knowledge about how people behave in organizations and why they behave in different ways is essential for both effective management and a successful individual career. This course is designed to introduce you to this important knowledge. Through the semester you will acquire knowledge and develop abilities to:

- 1) Explain what it means to be an effective team member and demonstrate the use of team skills.
- 2) Discuss and differentiate individual and team-based problem solving and decision making processes, and engage in these processes to analyze and solve problems.
- 3) Describe what it means to effectively influence and lead others by using communication and motivational tools.

- 4) Examine and characterize organization dimensions such as structure, technology, strategy, and culture from a systemic perspective, and relate how their design and modification can affect organizational operations and performance.
- 5) Define what it means to be an effective and ethical organization member and citizen.

COURSE DESIGN

A variety of activities are designed in this course to involve you actively in the learning process. Specifically, this course is designed to develop your knowledge in organizational behavior on the following two aspects:

Understanding Organizational Behavior

The first aspect is to provide you with a general understanding of how people behave in organizations and what causes them to behave the way they do. In the end of the course, you will be able to *understand* and *describe* a variety of behavioral phenomena in organizations including issues related to individual behaviors (e.g., personality differences, motivation), interpersonal processes (e.g., conflict, communication, group dynamics), and how organization context (e.g., culture, structure) influences people's behaviors. A set of activities such as group discussions and experiential exercises are designed to help you develop such an understanding. Understanding is power. Understanding organizational behavior serves as the first step to effective management.

Managing Organizational Behavior

The second aspect of the course is designed to provide opportunities for you to apply the knowledge of organizational behavior to real situations. This is the part to put "understanding" into action. In the end of the course, you will be able to *analyze* various real world situations by *applying* the behavioral knowledge from this class and to *create* action plans to improve the situation. You will develop these abilities through activities such as in-class case discussion and group case analysis.

PROFESSOR PROFILE

Professor Yuan earned her Ph.D. degree in Management from Texas A&M University. Prior to joining UTA, she served as an assistant professor at the University of Kansas. Professor Yuan has more than 10 years of teaching experience and has offered a variety of courses at the undergraduate, MBA, EMBA, and Ph.D. levels.

Professor Yuan is an active researcher in the field of management. Her research focuses on individual behavior, human resource practices, and organization processes related to employee creativity, innovation, and organizational change. Her research has been published at outlets such as the Academy of Management Journal, Creativity Research Journal, Handbook of Organization Development, and Research in Organizational Change and Development. Her research has also been cited at the Harvard Business Review. Professor Yuan is a reviewer for

the Academy of Management Journal, Journal of Applied Psychology, and Organization Science; she is currently serving on the editorial board of the Journal of Applied Behavioral Science. Professor Yuan is a member of the Academy of Management (AOM), Academy of International Business (AIB), American Psychological Association (APA), International Association for Chinese Management Research (IACMR), and Society for Industrial and Organizational Psychology (SIOP).

GRADING POLICY

| Activities | Points |
|---------------------|--------|
| Quizzes | 20 |
| Class Participation | 40 |
| Exam 1 | 100 |
| Exam 2 | 100 |
| Exam 3 | 100 |
| Group Case Project | |
| Presentation | 40 |
| Group contribution | 30 |
| Case questions | 20 |
| Total | 450 |

I will use the following tentative assignment for final grades. I reserve the right to curve the class grades, if deemed necessary. The exercise of this right will be limited to such cases that are consistent with the interests of students.

| Points earned/total | Points Range | Grade |
|---------------------|---------------|-------|
| 90% and above | 405 - 450 | A |
| 80% and above | 360 - 404 | B |
| 70% and above | 315 - 359 | C |
| 60% and above | 270 - 314 | D |
| Less than 60% | 269 and below | F |

Grading Appeals

Within 7 days of the date you receive your score for an assignment, submit a written note to the professor describing the nature of the grading issue you are appealing. Demonstrate in writing how your work satisfies the requirements better than the given grade. Include references to readings and class notes where appropriate. Within 7 days of receiving a written appeal, I will respond to you in writing with a decision. I will not entertain grade appeals after submitting final grades. Grade changes based on computational errors will be entertained anytime.

Important Note

Do not wait until the end of the semester to see me for problems with the course material or your performance (it will be too late to address deficiencies at the end of the semester). Please contact me early for an appointment. If you are aware that you must achieve a particular grade in this course, please see me during the first week of the course. This will allow me to help you to achieve your goal. There is nothing that either of us can do at the end of the course.

ASSIGNED READINGS AND QUIZZES

For each class, you are expected to carefully read and understand the assigned readings before class. This is an important first-step for you to learn from class discussions and perform well on exams. Each student should be ready to answer and ask intelligent questions regarding all assigned readings. Class lectures and activities will be conducted based on the assumption that you have carefully read the assigned readings. Assigned chapter readings for each class are listed in the “course schedule” section of this syllabus. Additional readings may be assigned through the semester and will be announced in class.

Five random quizzes based on pre-class required readings will be given at the beginning of classes. Grades from the 4 quizzes that you achieved the highest points will be added up as your quiz grade.

CLASS PARTICIPATION

Active participation in class exercises and discussions is vital for you to develop a higher level of understanding beyond textbook, and to develop the ability to analyze situations, apply OB concepts, and create action plans, all of which are essential for you to perform well in this class. You may also expect that poor attendance will result in missing important information about assignments and exams as well as the difficulty to follow subsequent classes. In addition, failure to attend group case presentation may result in losing all of your presentation points.

Class participation (40 pts.) will be evaluated on the following four aspects:

1. On-time Attendance: At the University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, I have established the following attendance policy: Attendance will be taken randomly at the beginning of class. You are expected to arrive at class on time. This shows your professionalism and your respect for the class and for your peers. Regular class attendance is expected. In addition to losing attendance points, missing over 50% of the on-time class attendance will result in dropping one grade level of your course grade.
2. Preparation: Well prepared for class discussions. Several specific discussion assignments will be announced through the semester. You will need to complete them and bring them

to class to be used in class discussions. Completing these assignments on time and with high-quality will be counted as a part of your class participation.

3. Participation: Participating actively professionally and NOT excessively in class discussions and exercises.
4. Support: Supporting a positive learning environment by showing respect and expressing concern for other students.

Half of the class participation points will be based on your classmates' peer evaluation (Appendix 1). The other half of the class participation points will be based on the professor's evaluation.

GROUP CASE PROJECT

The entire class will be divided into small case groups. You and your group members will analyze a case together and present your diagnosis and action recommendations as a group product. Groups are advised to begin their research as soon as possible to avoid last minute panic. For each case that you are not presenting, you should type out at least one well-thought-out questions to ask the presenting groups. More information concerning the group case project will be discussed and distributed in class.

EXAMS

There will be three exams during the semester. Exams are NOT cumulative. Each exam will be worth 100 points. The testing domain includes all material covered in the course (assigned readings, lectures, discussions, videos, etc.).

Make-up exams are given only with a legitimate reason with documentations (such as a doctor's note stating you are seriously ill). Reasons considered as legitimate in this class include:

1. Participation in an activity appearing on the university authorized activity list.
2. Participation in legal proceedings or administrative procedures that require a student's presence.
3. Illness that is too severe or contagious for the student to attend class (to be determined by Health Center or off-campus physician).
4. Death or major illness in a student's immediate family.
5. Required participation in military duties.

Only students who miss an exam because of a legitimate reason will be eligible to take a make-up exam. Make-up exams must be rescheduled with the professor no later than 24 hours after the scheduled exam time. Failure to comply with these requirements will result in an exam grade of zero.

POLICIES

Cell Phone and Lab Top

Cell phones should be silenced before class. Laptops are permitted in class ONLY for displaying class Power Points and note taking. Other activities such as emailing, instant messaging, texting, and internet surfing, listening to music are strictly prohibited in class. These behaviors are distracting and disrespectful to your classmates. Students who violate this policy may be asked to leave the classroom and may be reported to the UTA office of student conduct.

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>.

Academic Integrity

Students enrolled all UT Arlington courses 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.”

UT Arlington faculty members 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.

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.

Title IX

The University of Texas at Arlington is committed to upholding U.S. Federal Law “Title IX” such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit www.uta.edu/titleIX.

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.

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://wweb.uta.edu/aao/fao/>).

Student Feedback Survey

At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online 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.

Emergency Exit Procedures

Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. Students should locate the nearest exit to their classrooms on day one of the class. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

COBA Policy on Bomb Threats

Section 22.07 of the Texas Criminal Law states that a Class A misdemeanor is punishable by (1) a fine not to exceed \$4,000, (2) a jail term of not more than one year, or (3) both such a fine and confinement. If anyone is tempted to call in a bomb threat, be aware that UTA has the technology to trace phone calls. Every effort will be made to avoid cancellation of presentation/ tests caused by bomb threats to the Business Building. Unannounced alternate sites will be available for these classes. If a student who has a class with a scheduled test or presentation arrives and the building has been closed due to a bomb threat, the student should immediately check for the alternate class site notice which will be posted on/near the main doors on the south side of the Business building. If the bomb threat is received while class is in session, your instructor will ask you to leave the building and reconvene at another location. *Students who provide information leading to the successful prosecution of anyone making a bomb threat will receive one semester's free parking in the Maverick Garage across from the Business Building.* UTA's Crimestoppers may provide a reward to anyone providing information leading to an arrest. To make an anonymous report, call 817-272-5245.

COURSE SCHEDULE

| Week | Date | Topic | Reading Assignment |
|------|--------------|---|---|
| 1 | Tue, Jan. 20 | Topic 1: Introduction | |
| | Thu, Jan. 22 | Topic 2: Personality | Chapter 3 (p. 36 – 46) |
| 2 | Tue, Jan. 27 | Topic 3: Work attitudes <i>Discussion assignment 1 due in class</i> | Chapter 4 (p. 55 – 64) |
| | Thu, Jan. 29 | Group case project assigning | Read at least one group case before class. |
| 3 | Tue, Feb. 3 | Topic 4: Perception | Chapter 3 (p. 46 – 51) |
| | Thu, Feb. 5 | Topic 5: Attribution | Chapter 3 (p. 51 – 52) |
| 4 | Tue, Feb. 10 | Topic 6: Learning <i>Discussion assignment 2 due in class</i> | Chapter 6 (p. 86 – 91) |
| | Thu, Feb. 12 | Exam 1 | |
| 5 | Tue, Feb. 17 | Topic 7: Motivation: Needs theory and expectancy theory | Chapter 5 (p. 72 – 80, 83 – 85) |
| | Thu, Feb. 19 | Topic 8: Motivation: Equity theory and procedural justice | Chapter 5 (p. 80 – 83) |
| 6 | Tue, Feb. 24 | Topic 9: Motivation: Goal setting and job design <i>Discussion assignment 3 due in class</i> | Chapter 6 (p. 91 – 93), Chapter 14 (p. 223 – 229) |
| | Thu, Feb. 26 | Group project. | |
| 7 | Tue, Mar. 3 | Topic 10: Stress management | Chapter 7 |

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|----|--------------|---|----------------------|
| | Thu, Mar. 5 | Topic 11: Work teams and groups | Chapter 9 |
| 8 | Tue, Mar. 10 | Spring vacation. No class. | |
| | Thu, Mar. 12 | Spring vacation. No class. | |
| 9 | Tue, Mar. 17 | Topic 11 continues | No assigned reading. |
| | Thu, Mar. 19 | Exam 2 | |
| 10 | Tue, Mar. 24 | Topic 12: Leadership | Chapter 12 |
| | Thu, Mar. 26 | Topic 13: Power and conflict <i>Discussion assignment 4 due in class</i> | Chapter 11 |
| 11 | Tue, Mar. 31 | Topic 14: Communication | Chapter 8 |
| | Thu, Apr. 2 | Group project. | |
| 12 | Tue, Apr. 7 | Topic 15: Decision making | Chapter 10 |
| | Thu, Apr. 9 | Topic 16: Organization structural design | Chapter 15 |
| 13 | Tue, Apr. 14 | Group project. | |
| | Thu, Apr. 16 | Topic 17: Organization culture <i>Discussion assignment 5 due in class</i> | Chapter 16 |
| 14 | Tue, Apr. 21 | Topic 18: Organizational change | Chapter 18 |

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|----|--------------|-------------------------|--|
| | Thu, Apr. 23 | Exam 3 | |
| 15 | Tue, Apr. 28 | Group project. | |
| | Thu, Apr. 30 | Group case presentation | |
| 16 | Tue, May 4 | Group case presentation | |
| | Thu. May 6 | Group case presentation | |

SYLLABUS CHANGE

You may expect that amendments to this syllabus will be made as the course progresses.

Emergency Phone Numbers: In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911.

Appendix 1: Class Participation Peer Evaluation

Discussion Group: _____

Student Providing the Rating: _____ Date: _____

Instructions: Cross out your name and rating blanks below. **DO NOT RATE YOURSELF.**
Provide rating on each student of your discussion group. Turn this in to the Professor.

PLEASE NOTE: It is not the actual number you assign to individuals that determines the participation grades, rather the distribution (variations) of those points among students.

| <u>Student Name</u> | <u>Attendance</u> Routinely attended group discussions & exercises in class. Strongly Agree = 5 Agree = 4 Neutral = 3 Disagree = 2 Strongly Disagree = 1 | <u>Preparation</u> Was well prepared for class discussions. Strongly Agree = 5 Agree = 4 Neutral = 3 Disagree = 2 Strongly Disagree = 1 | <u>Participation</u> Participated actively professionally and NOT excessively in class discussions and exercises. Strongly Agree = 5 Agree = 4 Neutral = 3 Disagree = 2 Strongly Disagree = 1 | <u>Support</u> Supported a positive learning environment by showing respect and expressing concern for other students. Strongly Agree = 5 Agree = 4 Neutral = 3 Disagree = 2 Strongly Disagree = 1 | <u>Totals</u> |
|---------------------|--|---|---|--|---------------|
| Student name | | | | | |
| Student name | | | | | |
| Student name | | | | | |
| Student name | | | | | |
| Student name | | | | | |
| Student name | | | | | |

Additional Comments: