



Department of Management
“Developing tomorrow’s leaders today”

ORGANIZATIONAL BEHAVIOR

MANA 3318 - 005
 Fall Semester 2015

Class Days: Tuesday/Thursday
 Time: 11:00 a.m. – 12:20 p.m.
 Location: COB 243

Instructor Name: Dr. Marcus Butts Office: COB 212
 Phone: 817-272-3855 E-mail: mbutts@uta.edu
 (Better to contact me through e-mail than to leave a phone voice mail)

Office hours: T, 2 – 3 p.m.; or by appt.

COURSE DESCRIPTION

Organizational behavior concerns behavior of individuals and groups at work. It examines individual, group, environmental, societal, and cultural influences on behavior in organizational contexts.

STUDENT LEARNING OBJECTIVES

1. Students will be able to describe the impact of individual personality, values, and attitudes in the workplace.
2. Students will be able to explain the major theories of work motivation.
3. Students will be able to identify characteristics of group/team dynamics and their decision-making.
4. Students will be able to describe the major theories of leadership and their core tenets.

REQUIRED COURSE MATERIALS

Textbooks: Nelson, D. L., & Quick, J. C. ORGB (4th edition). Mason, OH: South-Western Cengage. 10 DIGIT ISBN: 1-285-42329-1; 13 DIGIT ISBN: 1-285-42329-1
Study Tools: <http://login.cengagebrain.com>

BLACKBOARD

This class is up on Blackboard (<http://www.uta.edu/Blackboard>). **Please check Blackboard often.** There you will be able to access class material as well as your grades.

COURSE REQUIREMENTS & GRADING POLICY

Exam 1	20%	20pts
Exam 2	20%	20pts
Exam 3	20%	20pts
Exam 4	20%	20pts
Exam total (sum of highest 3)	60%	60pts
Attendance/Participation	15%	15pts
Team Case Presentation	25%	25pts
TOTAL		100pts

GRADE ALLOCATION

A = 90 to 100%
B = 80 to 89%
C = 70 to 79%
D = 60 to 69%
F = 0 to 59%

EXAMINATIONS (60%)

There will be **FOUR** examinations. Please see the schedule below for the dates and times of each examination. Exams are multiple choice. Exam items will cover both **text and class** material. There will be material on the exam not discussed in the text (i.e. case discussions, videos, and class activities), so it is imperative that you come to class. Exams are not cumulative.

Students will be allowed to drop their lowest exam score of the four exams. However, **THERE WILL BE NO MAKE UP EXAMS** (except under rare medical circumstances with written documentation from a doctor). If you miss an exam, you will receive a zero (0) score and will have to drop that exam.

ATTENDANCE & PARTICIPATION (15%)

I will assign points based on your attendance (7.5 points) and my evaluation of your actual class participation (7.5 points). I will take attendance at 11 random points during the semester **at the beginning or end of class** (especially on case presentation days). If you are not in your seat then, you will be marked absent. If you have other commitments that may prevent you from being on time, please discuss them with me. If you **leave the class before the class ends**, you will be marked absent. I will assign class participation points based on completion of assignments and involvement during class activities/discussion. You will be asked to complete numerous take-home assignments during the semester and turn them in during class. Your completion of these assignments will, in large part, determine your participation grade. However, your participation grade will also consist of your frequency of involvement in class activities and knowledge of class discussion material. ***Because much of your learning (and my assessment of your learning) is based on class discussions and activities, it is imperative that you attend class and participate in class discussions and activities.***

TEAM CASE PRESENTATION (25%)

Each student will choose or be assigned to a team of 5-7 people during the 1st week of class. Teams will be assigned a specific case that is designed to tap into an OB topic from a chapter in the book. The presentation will consist of a professional 25-30 minute analysis of the case, with an additional 5 minutes for questions from the class. You should use PowerPoint to create overheads to present the case, and presentations should be professional and engaging (i.e., designed to encourage class participation in some way). Not all team members must present, but everyone should contribute equally to the project. Since cases are based on actual companies, you are expected to do ample research on the organization/people and give updated information on them. During your presentation, you're also expected to **explicitly answer** the questions at the end of the case. You will also provide me with a typed "executive summary" providing company background information and your discussion question answers (5-9 pages). Your team grade will be based on the following criteria:

- Provides a 3-5 page outline of the case, the questions, and the presentation on **2/13** = 5 points
- Demonstrates knowledge of the organization/people and summarizes issues in the case (beyond just what is described in text) = 30 points
- Interacts with class, encourages class participation and involvement = 10 points
- Applies course material from the chapter to the case and explicitly/adequately answers discussion questions = 30 points
- Provides a creative, professional-looking, executive summary that gives company information and explicitly/adequately answers the case discussion questions = 15 points
- Presents a professional, savvy, creative presentation (i.e., everyone knows their parts, no typos, use of technology, graphics, etc.) = 10 points

You will also complete an evaluation of each team member's contributed effort to the presentation, and **your score will be adjusted based on an average those evaluations**. For example, if a specific individual receives an average team member rating of 85% for effort compared to the rest of the team, that individual will receive only 85% of the team's final case presentation grade.

CELL PHONES & LAPTOPS

Your cell phones must be silenced during class. Laptops are permitted in class for note taking purposes only, and are not allowed during case presentations. Emailing, instant messaging, texting, and internet surfing are strictly prohibited. Because these activities are distracting and disrespectful to your classmates and your professor, I reserve the right to approach you in class without notification and warning, and to see what else you have opened on your laptop. If there is anything other than Blackboard, PowerPoint, or Word open along your toolbar, you will be asked to leave the room.

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.

STUDENTS WITH DISABILITIES

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.

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.

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://www.uta.edu/ses/fao>).

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.

ELECTRONIC COMMUNICATION (UTA E-MAIL)

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>.

TENTATIVE TIMETABLE AND REQUIRED READINGS

The following table provides a tentative schedule of topics, required readings, and assignments for the course. This is meant as a guideline; some modifications may be necessary.

*Note: All readings must be completed **before, NOT AFTER, class** on the day for which they are assigned.*

Topic/DATE(S)	ASSIGNED READINGS
----------------------	--------------------------

<i>Course overview & Introduction to Organizational Behavior</i> R 8/27	
--	--

<i>Topic 1 - Organizational Behavior & Opportunity</i> T 9/1	Ch. 1 "John Abbott" case (see Blackboard)
---	--

Topic/DATE(S) ASSIGNED READINGS

Topic 2 - Challenges for Managers

R 9/3 Ch. 2; “Hofstede’s Cultural Dimensions” article (see Blackboard)
 T 9/8 In-class case presentation workshop

Topic 3 - Personality, Perception, & Attribution

R 9/10 Ch. 3
 T 9/15 Big 5 personality descriptions; MBTI descriptions (see Blackboard)

Topic 4 - Attitudes, Emotions, & Ethics

R 9/17 Ch. 4
 T 9/22 “Brian NeSmith” case (see Blackboard)
 R 9/24 In-class case presentation workshop: **3-5 PAGE OUTLINE DUE 9/29**
 T 9/29 **Case Studies**
 Build-A-Bear (see Ch. 3 on Blackboard)
 QuikTrip (Ch. 4 on Blackboard)

EXAM #1

R 10/1 Chapters 1–4, Outside Readings, & Videos

Topic 5 - Motivation at Work

T 10/6 Ch. 5
 R 10/8 **Case Studies**
 AIG (see Ch. 5 on Blackboard)

Topic 6 - Jobs and the Design of Work

T 10/13 Ch. 14

Topic 7 - Stress and Well-being at Work

R 10/15 Ch. 7
 T 10/20 **Case Studies**
 CarMax (see Ch. 14 on Blackboard)
 Genentech (see Ch. 7 on Blackboard)

EXAM #2

R 10/22 Chapters 5, 14, & 7, Outside Readings, & Videos

Topic 8 - Work Teams & Groups

T 10/27 Ch. 9
 R 10/29 **Case Studies**
 Stryker (see Ch. 9 on Blackboard)

Topic 9 - Decision Making by Individuals & Groups

T 11/3 Ch 10

Topic/DATE(S) ASSIGNED READINGS

Topic 10 - Power & Political Behavior

R 11/5 Ch. 11
 T 11/10 **Case Studies**
 Groupon (see Ch. 10 on Blackboard)
 Oracle (see Ch. 11 on Blackboard)

EXAM #3

R 11/12 Chapters 9–11, Outside Readings, & Videos

Topic 11 - Leadership & Followership

T 11/17 Ch. 12
 R 11/19 Managers and leaders: Are they different? HBR article (see Blackboard)
 Case Study
 IKEA (see Ch. 12 on Blackboard)

Topic 12 - Organizational Culture

T 11/24 Ch. 16
 R 11/26 **THANKSGIVING BREAK – NO CLASS**

Topic 13 - Career Management

T 12/1 Ch. 17
 R 12/3 “Mommy-track backlash” & “Making Mentoring Pay” HBR articles (see
 Blackboard)
 T 12/8 **Case Studies**
 Mayo Clinic (see Ch. 16 on Blackboard)
 Deloitte (see Ch. 17 on Blackboard)

FINAL EXAM

T 12/15
11am Chapters 12, 16, & 17, Outside Readings, & Videos

Note. The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.