



## Department of Management

*"Developing tomorrow's leaders today."*

### ORGANIZATIONAL BEHAVIOR

MANA 3318 - 020

Fall Semester 2017

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<b>Class</b>	Days: Tuesday/Thursday Time: 6:30 p.m. – 7:50 p.m. Location: UTASF1919
<b>Instructor</b>	Name: Dr. Di Ann Sanchez, SPHR, SHRM-SCP Phone: 800-254-8505 E-mail: <a href="mailto:dianns@uta.edu">dianns@uta.edu</a> (Better to contact me through e-mail than to leave a phone voice mail) (For proper response to your e-mail, please state the following on the subject line: Ref: Mana 3318(+sect) and student roster name)  Office hours: By Appointment

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#### **COURSE DESCRIPTION**

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. Prerequisite: 60 credit hours.

#### **COURSE OBJECTIVES**

Organizational behavior concerns the behavior of individuals and groups at work. It examines individual, group, environmental, societal, and cultural influences on behavior in organizational contexts. In a highly interactive and facilitative manner, this course covers a broad range of topics at the individual, group, and organizational level of analysis. Topics include employee motivation, groups and team, conflict, perception, decision-making, personality, leadership, ethical issues, and international management. The content is designed to be both theoretical and practical.

#### **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.

5. Describe and successfully apply the critical concepts in organizational behavior (OB).
6. Use organizational behavior concepts to understand, evaluate, and recommend improvements in the effectiveness of individuals, groups, and organizations.

### **COURSE MATERIALS**

**Textbooks:** Nelson, D. L., & Quick, J. C. ORGB5 (2017 edition). Mason, OH: South-Western Cengage Learning. ISBN: 9781305663909

### **WEB CT**

This class is up on Blackboard (<http://www.uta.edu/Blackboard>). **Please check Blackboard often.** There you will be able to access class material. **ALL GRADES ARE FINAL!**

### **COURSE REQUIREMENTS & GRADING POLICY** **ALLOCATION**

### **GRADE**

Exam 1	25%	25pts	A = 90 to 100%
Exam 2	25%	25pts	B = 80 to 89%
Exam 3	25%	25pts	C = 70 to 79%
Exam 4	25%	25pts	D = 60 to 69%
Exam total (sum of highest 3)	75%	75pts	F = 0 to 59%
Team Case Presentation	25%	25pts	
<b>TOTAL</b>		<b>100pts</b>	

### **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. Students will be allowed to drop their lowest exam score of the four exams. However, **THERE WILL BE NO MAKEUP 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.

### **TEAM CASE PRESENTATION (25%)**

Each student will choose or be assigned to a team of 5-7 people during the 1<sup>st</sup> 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 20-25 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). All team members must present and 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 are 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 (5-7 pages). Your team grade will be based on the following criteria:

- Provides a detailed 2-4 page outline of the case, the questions, and the presentation on the date stated in the syllabus = **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. See evaluation form.

### **FINAL REVIEW WEEK**

A period of five class days before 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. Also, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. Also, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

### **CELL PHONES & LAPTOPS**

Your cell phones must be turned off or silenced during class. Laptops are permitted in class for note taking purposes only. Emailing, instant messaging (texting on your phone, too), and internet surfing are strictly prohibited. Because these activities are distracting and disrespectful to you, 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 PowerPoint or Word open along your toolbar, you will be asked to leave the room. If these devices are seen during an exam; the exam will be collected, and there is no recourse to the grade but a Zero!

### **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 E-CULTURE POLICY**

As per new recommendations from the university, the student may notify the professor of any question regarding the course as long as the subject header has the following: Mana 3318 – Your Name and your Section #. Email must follow good grammar and proper Email etiquette rules with proper salutations for a proper response.

**REMEMBER: ALL CAPS MESSAGES IS SHOUTING AT THE PROFESSOR** – and will not be responded to. In additions samples like: **hay prof: how r u** will not be responded to. Without grammar and the person's name in the e-mail response cannot be given. Your faculty will always respond when emails are received with respect and formality due to the nature of working in a professional environment.

### **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.

### **ACADEMIC INTEGRITY**

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.*

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.

**DO NOT Plagiarize in any way.** Any student that plagiarizes, regardless of intent, **will receive a zero** for the assignment. Academic honesty is highly valued at UT Arlington. A student must submit work that presents his or her original words or ideas. Review the section herein that discusses Honesty/Plagiarism. Plagiarism can be described as, but not limited to the following examples:

- Having a tutor or friend complete portions of your assignments;
- Having a reviewer make extensive revisions to an assignment;
- Copying work submitted by another student to a public class meeting; and/or,

- Using information from online information services without proper citation.

### **RESPECT TO FELLOW CLASSMATES AND FACULTY**

University policy has changed that any student harassing a fellow classmate during class resulting in an uncomfortable (creating a non-learning environment), or harassing a faculty member over grade or classroom disruptions; **faculty is to notify University Police for immediate assistance, and this policy is strictly followed.**

### **AMERICAN 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 American 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 of Student with Disabilities, University Hall 102. Only those students who have officially documented 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 <https://www.uta.edu/disability/> or by calling the Office for Students with Disabilities at (817) 272-3364.

### **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, which is located directly outside the classroom to the left. 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 handicapped individuals. Please review UT Arlington Procedure 7-6: Emergency/Fire Evacuation Procedures (<https://www.uta.edu/policy/procedure/7-6>).

### **BOMB THREAT POLICY**

Effective April 8, 1996, the College of Business Administration has adopted a policy to deal with the classroom disruption caused by bomb threats in the building.

1. Section 22.07 of the Texas Criminal Law Statutes governs terrorist threats and classifies bomb threats as Class A misdemeanors. Section 12.21 of the Texas Criminal Law Statutes states that a Class A misdemeanor is punishable by a fine not to exceed \$4,000, a jail term of not more than one year, OR, both such a fine and confinement.
2. If anyone is tempted to call in a bomb threat, be aware UTA has the technology to trace phone calls.
3. Every effort will be made to avoid canceling presentations/tests caused by bomb threats to the Business Building. Unannounced alternate sites will be available. 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.

4. 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 will provide a reward to anyone providing information leading to an arrest. To make an anonymous report, call 817-272-5245.

### **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](mailto:resources@uta.edu), or view the information at [www.uta.edu/resources](http://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 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 withdraw officially 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/>).

### **TUITION PAYMENT POLICY**

Students who have not paid by the census date and are dropped for non-payment cannot receive a grade for the course under any circumstances. A student dropped for non-payment who continues to attend the course will not receive a grade. Emergency loans are available to help students pay tuition and fees. Students can apply for emergency loans by going to the Emergency Tuition Loan Distribution Center at the E. H. Hereford University Center (near the southwest entrance).

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### **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.*

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<b><u>Topic/DATE(S)</u></b>	<b><u>ASSIGNED</u></b>
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<b><u>READINGS</u></b>	
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*Course Overview & Introduction to Organizational Behavior*  
TH 8/24

*Topic 1 - Organizational Behavior & Opportunity*  
T 8/29                      Ch. 1

*Topic 2 - Challenges for Managers*  
TH 8/31                      Ch. 2

T 9/5                      In class case study workshop-form teams  
Ch. 2

*Topic 3 - Personality, Perception, & Attribution*  
TH 9/7                      Work on Team Case Study Outlines and Presentations  
T 9/12                      Ch. 3 Big 5 personality descriptions; MBTI descriptions

*Topic 4 - Attitudes, Emotions, & Ethics*  
TH 9/14                      Ch. 4  
T 9/19                      Ch. 4  
**2-4 PAGE OUTLINE DUE**

*Review for Exam #1*  
**TH 9/21                      Chapters 1–4**

**EXAM #1**  
**T 9/26                      Chapters 1–4**

*Topic 5 - Motivation at Work*  
TH 9/28                      Ch. 5  
T 10/3                      **Case Studies**  
Build A Bear  
Quick Trip  
AIG

*Topic 6 – Learning and Performance Management*  
TH 10/5                      Ch. 6

*Topic 7 - Stress and Well-being at Work*

T 10/10                      Ch. 7  
                                    **Case Studies**  
                                    Great Recession

*Topic 8 – Communications*

TH 10/12                    Ch.8

***Review for Exam #2***

**T 10/17                      Chapters 5–8**

***EXAM #2***

**TH 10/19                    Chapters 5 - 8**

*Topic 9 - Work Teams & Groups*

T 10/24                      Ch. 9  
                                    **Case Studies**  
                                    Virtual Teams

*Topic 10 - Decision Making by Individuals & Groups*

TH 10/26                    Ch. 10  
                                    **Case Studies**  
                                    Volvo

*Topic 11 - Power & Political Behavior*

T 10/31                      Ch. 11  
                                    **Case Studies**  
                                    Ellison

***Review for Exam #3***   **Chapters 9–11**

**TH 11/2**

***EXAM #3***

**Chapters 9–11, Outside Readings**

**T 11/7**

*Topic 12 - Leadership & Followership*

TH 11/09                    Ch. 12

*Topic 13 – Conflict & Negotiations*

T 11/14                      Ch. 13  
                                    **Case Studies**  
                                    IKEA

*Topic 14 – Jobs and the Design of Work*

TH 11/16                    Ch. 14



*Topic 15 – Organizational Design and Structure*

T 11/21                      Ch. 15  
                                 **Case Studies**  
                                 Nordstrom

*Topic 16 - Organizational Culture*

T 11/28                      **Case Study**  
                                 Ford  
                                 Mayo Clinic

TH 11/30                    Ch. 16  
                                 **Case Study**  
                                 Car Max

*Topic 18 – Managing Change*

T 12/5                      Ch. 18

*Review for Exam #4*

TH 12/7                    **Chapters 12–18**

**FINAL EXAM**

TH 12/14  
6:30 p.m. – 8:00 p.m.   **Chapters 12 – 18**

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*Note. 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 in this course. –Dr. Di Ann Sanchez, SPHR, SHRM-SCP*



## Department of Management

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### TRAINING AND DEVELOPMENT

YOUR NAME: \_\_\_\_\_

Team #: \_\_\_\_\_

#### TEAM MEMBER EVALUATION FORM

This is your opportunity to evaluate the contributions made by your fellow team members to your project. You are asked to identify and evaluate each person in the group, ***not*** including yourself. All forms should be completed and handed to me the day of your presentation. **Your grade will not be calculated until this form is received.**

Remember to fill in your name and team # above. These forms are confidential in the sense that the ratings each submits will not be disclosed to any other student. You are required to give a rating for the effort of each team member on the presentation AND an explanation for your rating.

**Effort:** Compared to the average team member, did the team member make a satisfactory *effort* to contribute to the project? Was the team member dependable and consistent in following through on tasks? Did (s)he respond to e-mails, attend team meetings, and generally make him/herself accessible? Did (s)he meet deadlines established by the group? [Choose one of the five effort ratings provided for each team member compared to the average level of effort exerted by all team members]

**Give an explanation:** Then (**this is mandatory**), explain your effort assessment of each member. Be sure to have at least 2 sentences describing why you assessed each member the way you did.

TEAM MEMBER NAME: \_\_\_\_\_

<b>0-15%</b>	<b>16-30%</b>	<b>31-60%</b>	<b>60-85%</b>	<b>86-100%</b>
<b>average team member effort</b>	<b>average team member effort</b>	<b>average team member effort</b>	<b>average team member effort</b>	<b>average team member effort</b>

Rating explanation: \_\_\_\_\_

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TEAM MEMBER NAME: \_\_\_\_\_

<b>0-15%</b> <b>average team</b> <b>member effort</b>	<b>16-30%</b> <b>average team</b> <b>member effort</b>	<b>31-60%</b> <b>average team</b> <b>member effort</b>	<b>60-85%</b> <b>average team</b> <b>member effort</b>	<b>86-100%</b> <b>average team</b> <b>member effort</b>
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Rating explanation: \_\_\_\_\_

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TEAM MEMBER NAME: \_\_\_\_\_

<b>0-15%</b> <b>average team</b> <b>member effort</b>	<b>16-30%</b> <b>average team</b> <b>member effort</b>	<b>31-60%</b> <b>average team</b> <b>member effort</b>	<b>60-85%</b> <b>average team</b> <b>member effort</b>	<b>86-100%</b> <b>average team</b> <b>member effort</b>
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Rating explanation: \_\_\_\_\_

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TEAM MEMBER NAME: \_\_\_\_\_

<b>0-15%</b> <b>average team</b> <b>member effort</b>	<b>16-30%</b> <b>average team</b> <b>member effort</b>	<b>31-60%</b> <b>average team</b> <b>member effort</b>	<b>60-85%</b> <b>average team</b> <b>member effort</b>	<b>86-100%</b> <b>average team</b> <b>member effort</b>
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Rating explanation: \_\_\_\_\_

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TEAM MEMBER NAME: \_\_\_\_\_

<b>0-15%</b> <b>average team</b> <b>member effort</b>	<b>16-30%</b> <b>average team</b> <b>member effort</b>	<b>31-60%</b> <b>average team</b> <b>member effort</b>	<b>60-85%</b> <b>average team</b> <b>member effort</b>	<b>86-100%</b> <b>average team</b> <b>member effort</b>
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Rating explanation: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*TEAM MEMBER NAME:* \_\_\_\_\_

<b>0-15%</b>	<b>16-30%</b>	<b>31-60%</b>	<b>60-85%</b>	<b>86-100%</b>
<b>average team</b>	<b>average team</b>	<b>average team</b>	<b>average team</b>	<b>average team</b>
<b>member effort</b>	<b>member effort</b>	<b>member effort</b>	<b>member effort</b>	<b>member effort</b>

Rating explanation: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

If you have any additional comments pertaining to your team's dynamics, the effort or performance of a particular team member or members, etc., please feel free to expand below:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_