



MANA 3318-012 Managing Organizational Behavior  
Spring 2018, Mon/Wed/Fri 8:00am-8:50am, COBA 241

**Instructor:** Dr. Cheryl K. McIntosh

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**Office Hours:** Monday, Wednesday and Friday, 10:00am-10:45am; other times by appointment

**Faculty Profile:** <http://www.uta.edu/profiles/cheryl-mcintosh>

**Electronic Communication:**

**E-mail.** The best way to reach me is through my email account. I will periodically send notifications to you regarding class instructions through your MyMav account.

*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>.*

**Communication with the instructor:**

To communicate with me:

1. Only send email from your own official UTA email account.
2. Use the following subject line: MANA 3318 Question.

This helps me to prioritize emails from my students.

**Course Description**

Organizational behavior is a field of study that is concerned with the behavior of individuals and groups in organizations. This class will help you to increase your understanding of behavior in organizational and social settings.

**Student Learning Outcomes**

Through class discussion and the material covered in the textbook, by the end of this course students should be able to:

- Accurately define organizational behavior.
- Identify and describe prominent organizational behavior concepts and theories.
- Recognize and discuss the impact of employee personality, attitude, motivation, learning, and communication in the workplace.
- Understand concepts of teamwork, decision-making, leadership, job design and company culture as they apply in the workplace.
- Apply organizational behavior theories introduced in this class to real organizations.

### **Mode of Instruction**

Classes will be interactive, with both the instructor and students sharing in the process. Students should read PowerPoint slides and textbook chapters PRIOR to the class date and be prepared for discussions, exercises, and quizzes. It is to your advantage to stay current with readings and assignments. A variety of learning tools will be used to develop and enhance your understanding of the subject matter, including experiential exercises, small group activities, videos, current events, and class discussions. You are responsible for the material in the chapters as well as the material covered in classes.

You are responsible for the material on the slides and in the chapters and should ask questions any topics are unclear. Not all of the material covered in class is in the textbook, so in-class participation is also important. You are encouraged to contribute to discussions, give examples from personal experience, ask questions, and express opinions in class during the lectures, exercises and discussions. Considering our work and organizational experiences along with course material is an important part of the learning process.

### **Textbook**

The textbook for this course is Nelson, D. L., & Quick, J. C. (5th edition, 2016). ORGB 5 ISBN-10: 1305663918; ISBN-13: 978-1305663916. You may use an older edition of this textbook if you prefer. The concepts are the same. The textbook will provide more in-depth examples and definitions than may be included in the slides and lectures. It may benefit you to have it for reference when preparing for exams.

### **Top Hat**

A subscription for Top Hat is required. We will use it every day in class to answer quizzes and measure participation. The cost is \$26 per semester, \$38 for a year, or \$75 for a lifetime subscription. Top Hat can be accessed online at <https://tophat.com> or by using their app, which can be downloaded for any type of smartphone. The join code for this class is **488344**. To sign up online, go to the website, click the word “signup” in the top right corner, click on “sign-up as a student”, and enter the join code. Follow the instructions for creating an account from there.

To access Top Hat in class, you will also need a smartphone, laptop, or tablet. Prepaid cellphones may be bought inexpensively for month-to-month use at grocery stores and other retailers and may be viewed as part of the cost of this course.

### Class Schedule for MANA 3318

Jan	17	Intro and syllabus review
Jan	19	Ch 1: Organizational Behavior & Opportunity
Jan	22	Ch 2: Challenges For Managers
Jan	24	Ch 2: Challenges For Managers
Jan	26	Ch 2: Challenges For Managers
Jan	29	Ch 4: Attitudes & Emotions
Jan	31	Ch 4: Attitudes & Emotions ; <b>Census Date</b>
Feb	2	Ch 3: Personality, Perception & Attribution
Feb	5	Ch 3: Personality, Perception & Attribution
Feb	7	<b>Exam 1:</b> Ch 1, 2, 3 & 4
Feb	9	Ch 5: Motivation At Work
Feb	12	Ch 5: Motivation At Work
Feb	14	Ch 5: Motivation At Work
Feb	16	Ch 6: Learning & Performance Management
Feb	19	Ch 6: Learning & Performance Management
Feb	21	Ch 6: Learning & Performance Management
Feb	23	Ch 7: Stress and Well-Being At Work
Feb	26	Ch 8: Communication
Feb	28	Ch 8: Communication
Mar	2	Ch 17: Career Management
Mar	5	Ch 17: Career Management
Mar	7	<b>Exam 2:</b> Ch 5, 6, 7, 8 & 17
Mar	9	Ch 9: Work Teams & Groups
Mar	12	<b>Spring Break - no class</b>
Mar	14	<b>Spring Break - no class</b>
Mar	16	<b>Spring Break - no class</b>
Mar	19	Ch 9: Work Teams & Groups
Mar	21	Ch 10: Decision Making By Individuals & Groups
Mar	23	Ch 10: Decision Making By Individuals & Groups
Mar	26	Ch 11: Power & Political Behavior
Mar	28	Ch 11: Power & Political Behavior
Mar	30	Ch 12: Leadership & Followership; <b>Drop deadline</b>
Apr	2	Ch 12: Leadership & Followership
Apr	4	Ch 12: Leadership & Followership
Apr	6	Ch 13 Conflict & Negotiation
Apr	9	Ch 13 Conflict & Negotiation
Apr	11	<b>Exam 3:</b> Ch 9, 10, 11, 12, & 13
Apr	13	Ch 14: Jobs & The Design of Work
Apr	16	Ch 14: Jobs & The Design of Work
Apr	18	Ch 14: Jobs & The Design of Work

Apr	20	Ch 15: Organizational Design & Structure
Apr	23	Ch 15: Organizational Design & Structure
Apr	25	Ch 16: Organizational Culture
Apr	27	Ch 16: Organizational Culture
Apr	30	Ch 16: Organizational Culture
May	2	Ch 18: Managing Change
May	4	Ch 18: Managing Change; <b>Group Project &amp; Peer Review Due on BB</b>
May	11	<b>9am - Exam 4: Ch 14, 15, 16, &amp; 18</b>

“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. Cheryl K. McIntosh”

### **Grading**

Grading in this course is designed to help you to develop in a few key areas that matter to potential employers:

1. Subject matter expertise: measured by exams and quizzes
2. Personal responsibility: including showing up for work, turning in work, and meeting deadlines
3. Team work ability: developing people skills and contributing to team task performance

<b>Activity</b>	<b>Due Date</b>	<b>Points</b>
Participation	In-class Quizzes	39
Exam 1	Feb. 7th	300
Exam 2	Mar. 7th	
Exam 3	Apr. 11th	
Exam 4	May 11th	
Group Project	May 4th	70
Peer Review	May 4th	5
		<b>414</b>

<b>Grade</b>	<b>Total Points</b>	
A	371	414
B	329	370
C	288	328
D	246	287
F	0	245

Grades are determined by this point system, rather than by Blackboard calculations which are sometimes incorrect. All grades will be assigned at the discretion of the professor. Grades are **non-negotiable**. Grades will only be rounded up for students who meet **ALL** of the following criteria:

1. Are within 1 point (not percentage) of the next highest grade.
2. Participated in all in-class quizzes.
3. Submitted the group project complete, on time, and through Blackboard.
4. Completed all available extra credit, if it is offered. (Note that while participation in extra credit is **never** required, for grade rounding purposes it demonstrates that the student has made every effort to achieve the desired grade.)

Students that do not meet all of these criteria will **not** have requests for exceptions granted.

### **Attendance and Participation:**

At The University of Texas at Arlington, taking attendance is not required, but attendance is a critical indicator in student success. 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 do not take attendance. However, this class does have daily in-class quizzes that will be graded to enhance and measure your understanding of the material.

Your quiz points are what they are. I do not accept notes or keep track of excuses for quizzes that are missed. I do not make exceptions when assigning quiz grades. It is your sole responsibility to arrange your work, social, and personal commitments so that they do not prevent you from earning the grade that you want. These are my class policies, which I am free to set, but which are not part of any official UTA policy.

However, while UT Arlington does not require instructors to take attendance in their courses, the U.S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients "begin attendance in a course." UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a student a grade of F, faculty report the last date a student attended their class based on evidence such as a test, participation in a class project or presentation, or an engagement online via Blackboard. This date is reported to the Department of Education for federal financial aid recipients.

### **Major Exams**

Make-up exams will **not** be given for any reason. However, your lowest exam grade will be dropped. If you miss an exam, you will receive a grade of zero for that exam, and that is the exam grade that will be dropped at the end of the semester. On exam days, once the first student turns in an exam, no other exams will be given to students who arrive late.

Test material may come from the **slides, lectures, videos, class activities, etc.** Exams in this class will be difficult and detailed. Material included in the lectures but not covered in the book

will be included. If you wish to receive high grades on the exams, you will need to participate in class and prepare thoroughly. For most students this will involve taking substantial time.

### **Team Project**

You are assigned to a team for the duration of the semester. Your team will decide on one team activity that you will all complete together at some point during the semester. The nature and scope of the activity is up to the team. In the past, other teams have completed activities like volunteering for a charitable event, participating in a run/walk-athon, doing a community service project, building or creating something – the sky is the limit.

Each team will use the Blackboard wiki created for the team to post a report about the team activity. The team's wiki report on Blackboard should include:

#### Information About the Team Activity (10 points)

- what the team did together
- who participated
- when and where the activity was done
- why the activity was chosen
- how the team chose the activity

A write-up relating the team's experiences together over the semester to at least 3 topics discussed in class (60 points).

Each person will also submit a peer evaluation (5 points), assigning a grade to each team member. No team member will receive a grade higher than the group's overall grade, but team members will receive a lower grade than the overall team grade if peer evaluations are low.

### **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 to 9 hours per week outside of class in course-related activities, including reading required materials, creating presentations, and preparing for exams.

### **Extra Credit**

The Management Department sometimes offers opportunities for students to participate in research activities during the semester for extra credit. If this occurs, your participation will be voluntary. I will notify you in class or via email of these approved participation opportunities if and when they become available.

### **Blackboard**

This class is available on Blackboard. **Be sure to check Blackboard often.** There you will be able to access the syllabus, class material, announcements, your group, and grades. Be sure that you have access to Blackboard throughout the semester. You should be able to log into Blackboard

(<https://elearn.uta.edu/webapps/login/>) using your UTA login and id. If you are unable to do so, contact OIT to solve any technical issues. As your instructor, I am unqualified to solve technical login or access problems. Technical problems will **not** be considered legitimate excuses for failure to complete work on time.

Blackboard Mobile App – Mobile Learn

### **Inclement Weather**

Check Blackboard and MyMav email frequently if extreme weather like ice, snow, or flooding is happening in the DFW area the night before or morning of class. If class is going to be canceled, I will post a notice on Blackboard and send an email as early as possible.

### **Course Policies:**

**Conduct:** Professional class conduct and appropriate dress is expected of each student. I will not allow my class to be disrupted by inappropriate behavior. Please be courteous and show proper respect to the instructor and your peers. Disrespectful language will NOT be tolerated. You may disagree with some views. However, you may NOT make personal remarks or attacks at anyone in the classroom, verbally or through email.

**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/aao/fao/>).

**Disability Accommodations:** UT 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)*, *The Americans with Disabilities Amendments Act (ADAAA)*, and *Section 504 of the Rehabilitation Act*. 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 disability. Students are responsible for providing the instructor with official notification in the form of a **letter certified** by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: **The Office for Students with**

**Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability).

Counseling and Psychological Services, (CAPS) [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

**Non-Discrimination Policy:** *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit [uta.edu/eos](http://uta.edu/eos).*

**Title IX Policy:** The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. *For information regarding Title IX, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or [jmhood@uta.edu](mailto:jmhood@uta.edu).*

**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 <http://www.uta.edu/universitycollege/resources/index.php>.

**University Tutorial & Supplemental Instruction** (Ransom Hall 205): UTSI offers a variety of academic support services for undergraduate students, including: 60 minute one-on-one tutoring sessions, [Start Strong Freshman](#) tutoring program, and [Supplemental Instruction](#). Office hours are Monday-Friday 8:00am-5:00pm. For more information visit [www.uta.edu/utsi](http://www.uta.edu/utsi) or call 817-272-2617.

**The IDEAS Center** (2<sup>nd</sup> Floor of Central Library) offers **FREE** tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in, or check the schedule of available peer tutors at [www.uta.edu/IDEAS](http://www.uta.edu/IDEAS), or call (817) 272-6593.



## **Academic Dishonesty**

It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University.

“Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.” (Regents’ Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22)

**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 in their courses by 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. Additional information is available at <https://www.uta.edu/conduct/>.

**Campus Carry:** Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

**Student Feedback Survey:** At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are 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 via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by

state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

**Final Review Week:** for semester-long courses, 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, which is located at either end of the hallway. 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 students with disabilities.

**Emergency Phone Numbers:** In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone) or **2-3003** (campus phone). You may also dial 911. Non-emergency number 817-272-3381. You are encouraged to subscribe to the MavAlert system that will send information in case of an emergency to cell phones or email accounts. Anyone can subscribe at <https://mavalert.uta.edu/> or <https://mavalert.uta.edu/register.php>

**Syllabus Agreement:**

I have reviewed the course syllabus for MANA 3318. I have had an opportunity to ask questions about the syllabus and course. I understand the content of the syllabus and agree to be responsible for the requirements and course policies.

Signature \_\_\_\_\_

Printed Name \_\_\_\_\_

Date \_\_\_\_\_