

**MANA 3318-001: Organizational Behavior  
Summer 2019**

**Instructor:** Faye K. Cocchiara, Ph.D., SPHR

**Email:** [faye.cocchiara@uta.edu](mailto:faye.cocchiara@uta.edu)

**Class Information:** 8:00 – 10:00 a.m.  
MoTuWeTh – COBA Room 150

**Canvas**

**Access Site:** <https://uta.instructure.com/>

**Office Hours and**

**Location:** 10:00 – 11:30 a.m. MoTuWeTh – COBA Room 216

**COURSE DESCRIPTION**

The study of Organizational Behavior (OB) aims to help students predict, explain and manage individual and team behavior in the workplace to achieve organizational objectives. The field of OB was built from decades of research in a variety of disciplines, namely psychology, sociology, anthropology, engineering, medicine, and management. As a result, you will be introduced to a broad range of topics at the individual, team, and organizational level of analysis. Some of the topics we will discuss include understanding individual differences and diversity, motivating and leading individuals and teams, rewarding and improving work performance, and coping with the new realities of work life. We will emphasize the application of these OB concepts in actual organizations.

**COURSE OBJECTIVES**

After completing this course, you should, at a minimum, be able to:

- Apply OB concepts to managerial and workplace situations
- Critically evaluate ethical dilemmas and justify decisions using ethical decision-making models
- Determine how organizational behavior concepts affect workplace outcomes for individuals and teams
- Demonstrate the ability to formulate and present ideas effectively in verbal and written form using multimedia or other forms of technology as appropriate

To accomplish these objectives, we will use the textbook, additional readings, relevant assignments, and video clips. The general class format will consist of lecture and (a lot of) discussion. Your questions, comments, and ideas are important to the learning process, so please don't hesitate to speak up. I encourage you to bring your work experiences and relevant articles from the business and/or popular press and share them with the class.

## REQUIRED TEXT

Nelson, D.L., & Quick, J.C. (2018). *ORGB6*, Boston, MA: Cengage Learning, Inc.  
ISBN 978-1-337-40783-0

With Online Access, ISBN 978-1-337-40781-6 (Not Required)

Course Link URL: <https://www.cengage.com/dashboard/#/course-confirmation/MTPNHFNXF3L/initial-course-confirmation>

Course Key: MTPN-HFNN-XF3L



I will provide any supplemental readings in class or on Canvas. I expect you to read the assigned portions of the text and/or additional readings *before* class meets so that we can use class time to expand upon and apply the concepts.

## GRADES

A letter grade of A (90%), B (80%), C (70%), D (60%), or F (<60%) will be earned based on:

Semester Exams (top 3)	65%
Assignments	<u>35%</u>
<b>Total</b>	<b>100%</b>

## SEMESTER EXAMS

There will be four (4) exams throughout the semester, one each Thursday. I will drop your lowest-scoring exam at the end of the semester. However, you must take all four exams. Please bring a #2 pencil and a Form 882-E scantron for each exam. Exams will consist of 60 multiple choice questions covering readings, videos, and/or assignments. The final exam (Exam #4) WILL NOT be comprehensive. If you miss an exam, you may take a make-up exam during the final week of classes at a time and location to be determined. Exams will count for 65% of your final grade.

## ASSIGNMENTS

Assignments will be related to class discussions, films, and material covered during the lectures. They may be individual, small group, in-class, or homework. I will provide assignment details in class and will post them on Canvas. Unless I state otherwise, all assignments should be submitted via the Canvas course site. If you happen to miss class when an assignment is made, please check Canvas for the details and due date. Assignments are worth 35% of your grade.

## ATTENDANCE AND PARTICIPATION

Your success in this class requires that you attend class regularly and actively participate while you are there. Excessive absences will not only negatively affect your final grade; it will lead to decreased learning. If you must miss class, please ask one of your classmates to give you notes and/or update you on what you missed. You may also watch/listen to lectures via Echo360 (if available).

## 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. Refer to the University Academic Calendar (<https://www.uta.edu/uta/acadcal.php?session=20193>) for specific dates. 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://web.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](mailto:resources@uta.edu), or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).

## **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](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

## **ACADEMIC INTEGRITY**

Academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form at The University of Texas at Arlington. 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.

"Academic 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). 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.*

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.

## **EVACUATION PROCEDURES**

Should we experience an emergency event that requires us to vacate the building, students should exit the room and move towards the south exit of the College of Business. 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 arrange to assist handicapped individuals.

## ACTIVE THREAT PROCEDURES

### Stop. Think. Protect Yourself. You Have Choices.

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor.

The graphic below provides each member of the UTA community with information and options for responding to an active threat. These options are not chronological but are designed to address dynamic situations. Assess the situation (your location, the location of the threat, type of threat, etc.), identify and weigh your options, develop a plan of action and commit to it.


## YOUR OPTIONS TO AN ACTIVE

### You Have Choices!

<b>A V O I D</b>	<ul style="list-style-type: none"><li>• <b>AVOID</b> the situation. <u>Stay away</u> from the area and campus.</li><li>• If you can safely leave the area, RUN.</li><li>• Get others to leave the area, if possible.</li><li>• Prevent others from entering the area.</li></ul>	<ul style="list-style-type: none"><li>• Know your exit and escape options.</li><li>• If in a parking lot, get to your car and leave.</li><li>• If in an unaffected area, stay where you are.</li><li>• When you are safe, call UTA PD at 817.272.3003 or 911 with information you have.</li></ul>
<b>D E N Y</b>	If you can't leave the area safely, <b>DENY</b> or slow entry to the intruder:	
	<ul style="list-style-type: none"><li>• Lock/barricade doors with heavy items.</li><li>• Turn off lights/projectors/equipment.</li><li>• Close blinds and block windows.</li><li>• Stay away from doors and windows.</li></ul>	<ul style="list-style-type: none"><li>• Silence phones and <b>remain quiet</b>. <u>Don't let your phone give you away.</u></li><li>• HIDE and take cover to protect yourself.</li><li>• Be prepared to run or defend yourself.</li></ul>
<b>D E F E N D</b>	If you can't AVOID or DENY entry to the intruder, <b>DEFEND</b> your location:	
	<ul style="list-style-type: none"><li>• As a last resort, <u>FIGHT for your life</u>.</li><li>• Use physical force and any weapons available - fire extinguishers, books, chairs, belts, umbrellas, pens/scissors, hot coffee/drinks, trash cans, etc.</li></ul>	<ul style="list-style-type: none"><li>• Use the element of surprise.</li><li>• Work together as a team. Develop a plan. Commit to your actions. Your life depends on it.</li><li>• Be aggressive, loud, and determined in your actions.</li></ul>

**Follow ALL instructions.**

For more information, go to: [police.uta.edu/activeshooter](https://police.uta.edu/activeshooter)



**UT POLICE DEPARTMENT**  
THE UNIVERSITY OF TEXAS AT ARLINGTON

Emergency: 817.272.3003  
Non-Emergency: 817.272.3381  
[police.uta.edu](https://police.uta.edu)

Additional information for active threat and other emergency situations can be found through the links below:

[police.uta.edu/activeshooter](https://police.uta.edu/activeshooter)

[police.uta.edu/em](https://police.uta.edu/em)

## **ABOUT YOUR INSTRUCTOR**

**Dr. Cocchiara** is Clinical Associate Professor of Management at the University of Texas at Arlington (UTA). She has taught at UTA since January, 2015. Dr. Cocchiara was Associate Professor of Management at Arkansas State University (ASTATE) from August, 2007 until August, 2014, when she returned to Texas to support her spouse's career move. Prior to entering academe, Dr. Cocchiara worked for more than a decade in a variety of mid-level management positions at Sabre, Inc. As Installation Services Supervisor, she led a staff of 25 help desk and installation services technicians stationed at Sabre headquarters and throughout the central region of the U.S., respectively. As Marketing Manager, she wrote advertising copy and sales promotion materials for eAAsy Sabre, the precursor to Travelocity. As HR Business Partner, she executed executive-level succession planning and diversity management programs. She served as ASTATE's inaugural chief diversity officer to address the university's strategic direction for diversity and inclusion. Dr. Cocchiara's research focuses on fairness in employment selection, performance stereotypes, and sex-based stressors and coping. Her research appears in the *Journal of Organizational Behavior*, *Organizational Behavior and Human Decision Processes*, *Human Resource Management*, and the *Academy of Management Learning & Education*, among others. She lives in Keller, Texas with her husband, Charlie and her dog, Ralph Emerson.

**MANA 3318.001 – MANAGING ORGANIZATIONAL BEHAVIOR**  
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**\*COURSE SCHEDULE**

<b>Week Nbr</b>	<b>Meeting Dates</b>	<b>Readings</b>
<b>1</b>	<b>June 3 – 6</b>  <i>Census Date – June 6</i>  <b>Exam 1 – THU, JUNE 6</b>	<u><b>Assigned Reading</b></u> Chapter 1 – Organizational Behavior and Opportunity Chapter 2 – Challenges for Managers Chapter 3 – Personality, Perception, and Attribution Chapter 4 – Attitudes, Emotions, and Ethics  <b>Exam 1 (Chapters 1 – 4)</b> Bring #2 pencil and Form 882-E scantron to class
<b>2</b>	<b>June 10 – 14</b>     <b>Exam 2 – THU, JUNE 13</b>	<u><b>Assigned Reading</b></u> Chapter 5 – Motivation and Work Chapter 6 – Learning and Performance Management Chapter 7 – Stress and Well-Being at Work Chapter 8 – Communication  <b>Exam 2 (Chapters 5 – 8)</b> Bring #2 pencil and Form 882-E scantron to class
<b>3</b>	<b>June 17 – 20</b>     <b>Exam 3 – THU, JUNE 20</b>	<u><b>Assigned Reading</b></u> Chapter 9 – Work Teams and Groups Chapter 10 – Decision Making Chapter 11 – Power and Political Behavior Chapter 12 – Leadership and Followership  <b>Exam 3 (Chapters 9 – 12)</b> Bring #2 pencil and Form 882-E scantron to class
<b>4</b>	<b>June 24 – July 3</b>  <i>Last Day to Drop – submit requests to advisor by 4:00 p.m., Mon, 6/24</i>  <i>Last Day of Class – Wed, 7/3</i>  <b>EXAM 4 – MON, JULY 8</b>	<u><b>Assigned Reading</b></u> Chapter 13 – Conflict Management Chapter 14 – Jobs and the Design of Work Chapter 15 – Organizational Design and Structure Chapter 16 – Organizational Culture Chapter 18 – Managing Change  <b>Exam 4 (Chapters 13 – 16 and 18)</b> Bring #2 pencil, ID, and Form 882-E scantron to class

\*All changes will be announced in class and on Canvas.