UNC GREENSBORO

MGT 312-01 FALL 2023

ORGANIZATIONAL BEHAVIOR

CREDITS: 3

METHOD OF DELIVERY: Online Async

INSTRUCTOR INFORMATION:

Instructor	Dr. Madelynn Stackhouse
Telephone	336-256-8591
Email	mrstackh@uncg.edu
Office	Bryan 369
Office Hours	M 10:30am – 11:00am or by appointment (on ZOOM or TEAMS)

[ZOOM]
https://uncg.zoom.us/j/4892109279?pwd=Mm85UXdWZ09UczlubkpIMFFhc0xqdz09
Meeting ID: 489 210 9279
Passcode: 0b81PR
[TEAMS] Join on your computer, mobile app or room device
Click here to join the meeting
Meeting ID: 253 078 200 12
Passcode: YTxkxh
Or call in (audio only): +1 336-790-7381,,107334575#   Conference ID: 107 334 575#

PREREQUISITES: Students enrolled in MGT 312 must have achieved at least sophomore standing (31 or more earned credit hours, not including this term) at the beginning of the semester in which you take MGT 312 and a minimum GPA of 2.0. Any student who does not meet these requirements will be administratively dropped from the course. There is no guarantee that this administrative drop will be processed before drop/add week is over, so if you lack the prerequisites, drop yourself so you may add another course in its place before the first week's end.

FOR WHOM PLANNED: This is a course for the BS in Business Administration program for students in Business Studies, Human Resources, Management, or International Business. This is also for students interested in the field of Organizational Psychology.

COURSE DESCRIPTION AND GOALS: This covers major concepts and theories of Organizational Behavior including concepts individual behavior such as ability, personality, learning, values, attitudes, perception, attribution, motivation, individual decision making, & ethical dimensions of decision making; Group behavior including stages of group development, group structure and processes, group decision, work teams, leadership, power & politics, conflict, and negotiation techniques; Organizational systems and processes including organizational change & stress management.

REQUIRED TEXT: Kinicki, Angelo & Fugate, Mel. Organizational Behavior: A Practical, Problem-Solving Approach. *Any edition is fine.* McGraw-Hill. (note: we will NOT be using Connect).

This syllabus is subject to change as determined by the professor.

A NOTE ABOUT THE TEXT: See Canvas online note about the textbook. Only you know how you learn best.

STUDENT LEARNING OUTCOMES (SLOs): At the end of this course, you should be knowledgeable about major concepts and theories of Organizational Behavior. The learning outcomes for this course are the following:

1. Explain the value dimensions of assessing national cultures using Hofstede's model.
2. Give examples of how the U.S. workplace is becoming more heterogeneous in terms of gender, race, ethnicity, and age.
3. Identify the stages of group development and explain the managerial responses appropriate to each stage.
4. Demonstrate an understanding of interpersonal awareness by explaining different styles of conflict resolution and negotiation techniques.
5. Provide an example of an ethical issue pertinent to leadership today.
6. Predict how perception and attribution affect the decision making process.
7. Explain and give examples of how personality, values, and motivation affect employees' performance.
8. Identify and explain the dimensions of human resource management, organizational structure, and culture and the steps of organizational change.

The Bryan School Mission Statement is available online: https://catalog.uncg.edu/business-economics/

This course specifically covers the following Bryan School Learning Goals:
1. Students will implement the various steps of the critical thinking process, supported by the appropriate use of analytical and quantitative techniques, to formulate recommendations for subsequent decision making.
2. Students will apply appropriate ethical standards when making recommendations for business decision making.
3. Students will be able to plan, schedule, contribute to, and lead projects.

The following topics will be covered in MGT 312.

> Organizational systems and processes including organizational structure and design, work design and the effects of technology, human resource management, organizational change & stress management.

> Group behavior including stages of group development, group structure and processes, group decision making including groupthink and groupshift, work teams, leadership, power & politics, conflict, and negotiation techniques.

> Individual behavior concepts such as ability, personality, learning, values, attitudes, perception, attribution, motivation, individual decision making, & ethical dimensions of decision making.

EVALUATION AND GRADING:

Assessment of the above noted learning outcomes will be based on the following. (SLO = student learning outcome).

Type	% Point	SLO*
Course participation	15%	All
Exam 1	20%	1,2,7
Exam 2	20%	3,4,6
Exam 3	20%	4,5,8
Team project proposal	2%	All (7)
Team project	18%	All (7)
Presentation participation	5%	All (7)
Total	100%	

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GRADING SCALE:

A	93-100	B	83-86.999	C	73-76.999	D	63-66.999
A-	90-92.999	B-	80-82.999	C-	70-72.999	D-	60-62.999
B+	87-89.999	C+	77-79.999	D+	67-69.999	F	below 60

A NOTE ON THE GRADING SCALE: Please note that this is the grading rubric that will be adhered to ensure ethics and fairness across all students in the class. If you are concerned that you are "close" to the next grade band, there are opportunities for bonus credit available to you throughout the semester to "bump" your grade upwards. Please do not email the Professor at the end of the semester asking to be moved up to the next grade band arbitrarily or by requesting additional assignments; Grades are EARNED based on the assignments and tests outlined in this syllabus.

The last day to withdraw from a course without incurring a WF "withdraw failing" grade is October 6, 2023.

CLASS PREPARATION & CANVAS: Lectures focus on the material presented in the textbook and a general discussion relating to the topics(s) outlined in the class schedule (below). Working version of the PowerPoint presentations will be posted to Canvas for each of the book chapters covered in the course. Additionally, material that is not in the textbook may be added to the covered topics.

CLASS PARTICIPATION: Participation will be graded based on competing the reflective assignment quizzes on CANVAS each week.

EXAMINATIONS: There will be three non-cumulative examinations, each worth 20% of your final grade. The first exam only covers material reviewed prior to the first exam, the second covers material reviewed after the first exam, and the final exam covers material reviewed after the second exam. Exam questions will be multiple choice. The exams will cover assigned readings, class lectures, and material covered in class that is not in the textbook unless otherwise noted by the instructor. The exams are open-book but timed with applied questions (meaning you have some resources on hand, but you still need to study to make sure you understand the constructs and do not run out of time).

NOTE: Even though you are taking your exams online, they are still "real" tests. The following are the testing procedures I expect you to follow while taking the exam:

- You will find the exams available in **Canvas** only during the assigned test times.
- You can access the exams under "Quizzes" and then find "Exam 1" or "Exam 2", etc.
- A password to access the exam will be made available immediately prior to the start of the exam period on a Canvas announcement/ email.
- You must complete the exam individually (that means you are not permitted to discuss exam questions with your classmates). Exam questions are randomly generated.
- The exams are open-book.
- An exam is available for 48 hours as indicated in the course schedule and here on the syllabus. You can take each exam only ONE time.
- You are to take the test by yourself, with no group efforts or help from other people.
- You have 60 minutes to complete the exam. A timer will appear. At 60 minutes, Canvas will force you to submit the test.
- Canvas will force you to submit the test when the deadline indicated in the course syllabus is due, even if your test is not complete. Thus, if you want to have the full 60 minutes in the test, you should begin your exam attempt at least 70 minutes prior to the end of the exam availability period. Important: Extended time is only granted for students with documented disabilities.

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• If you lose your internet connection or Canvas goes down, get back to the exam when the connection resumes. Canvas will let you continue the exam from where you left off. If you experience any problems, contact me **immediately** and provide evidence of the problem (for instance, a screenshot). Unverifiable technical problems will not be considered.

• An exam cannot be taken before or after the scheduled exam time. No make-up exams will be allowed, except in cases warranted by extraordinary circumstances (a serious illness) and supported with documented evidence. Students who do not provide documented evidence will receive zero points.

IMPORTANT: DO NOT LOG IN AND OUT OF THE EXAM AFTER YOU HAVE STARTED THE EXAM. IF YOU DO, THE TIMER WILL KEEP RUNNING AND THE TIME WILL BE COUNTED TOWARDS YOUR EXAM ATTEMPT, EVEN IF YOU WERE LOGGED OUT OF THE EXAM/OUT OF CANVAS. REMEMBER NOT TO CLICK THE BACK BUTTON IN YOUR BROWSER WINDOW.

AS A STUDENT TAKING AN ONLINE COURSE, IT IS YOUR RESPONSIBILITY TO BE AVAILABLE DURING THE EXAM TIMES REGARDLESS OF YOUR OTHER COMMITMENTS AND TO HAVE ACCESS TO A RELIABLE COMPUTER AND INTERNET CONNECTION DURING THE ENTIRE COURSE, INCLUDING THE EXAM TIMES. INABILITY TO ACCESS INTERNET DURING THE COURSE IS NOT AN ACCEPTABLE EXCUSE FOR MISSING AN EXAM OR ANY OTHER EVALUTION ITEM. THE UNCG COMPUTER LABS AND PUBLIC LIBRARIES PROVIDE COMPUTER AND INTERNET ACCESS FREE OF CHARGE.

ANY TECHNICAL PROBLEMS REPORTED AFTER THE EXPIRATION OF THE EXAM PERIOD WILL NOT BE CONSIDERED AND ARE NOT VALID EXCUSES FOR NOT COMPLETING THE EXAM.

These rules will be strictly enforced in order to be fair towards those students who do make the effort to take the tests at the assigned testing times regardless of their personal and professional circumstances and time constraints. It is important that all students have the same amount of time to prepare for the exams. **There will be no exceptions for this rule. Any student seeking an exception will be referred to this policy in the syllabus.**

Note: It is not unusual that students fail this online course because they, for instance, "forget" to take the exam, are "travelling without an internet connection", or are otherwise "occupied" for a number of unverifiable personal and professional reasons. Make sure that you are not one of those students because **missing one exam is likely to result in failing the course**.

TEAM PROJECT: Design of an Organizational Behavior Promotion Project Presentation.

In groups of around 3 people, students will plan an organizational behavior promotion project presentation during the semester. Each group will create and upload a PowerPoint Video/ You Tube Video on a Topic Related to Organizational Behavior. After the drop-add period ends, students will be divided into groups on Canvas. This assigned group will be your group for the remainder of the semester. Each group will have a group site on Canvas and tools within Canvas for file sharing, discussions, etc.

Project Proposal (2%): The purpose of the proposal is to have the subject pre-approved by the Professor to ensure your topic is relevant enough and that we do not have too many covering the same subject.
The proposal should have the following elements:
- Group names
- Project title
- Project purpose
- Background of the project and its importance
- Brief outline

Team Project (18%)

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The requirements for the assignment are:
- Create a YouTube or PowerPoint Video uploaded to YouTube.
- The video should be no more than 15 minutes in length.
- All group members are expected to participate in the presentation.
- The video can be structured in any way you wish. It can include Powerpoint Slides, a slideshow overlay, or whatever else you can come up with.
- The videos MUST be scientifically based and researched on MUST be based on 2-3 academic references. This means gathering information from books or academic articles. You are required to include your references at the end of your presentation as a slide and/ or as a supplemental attachment with your presentation.
- The video should cover a subject relevant to the course, but not a subject we have already covered or will cover. Think of it as "What would I cover if I had a consulting company if wanted to reach out to everyday people", what you would do if you were asked to do a brief TED Talk as an expert in the field of Organizational Behavior, or as a YouTube Informational Video.
- Sample topics to inspire you include, but are not limited to:
    - What is workplace resilience?
    - Seven strategies to create workplace resilience in COVID19
    - Leadership without Ego
    - How to lead effectively: 4 strategies
    - Leveraging personality strengths for team effectiveness
    - The four types of followership and how to motivate them
    - The secrets to motivating employees
    - Snakes in suits: Dealing with psychopaths in the workplace
    - Seven strategies for communicating effectively when face with workplace conflict
    - Using mindfulness to leverage team effectiveness.
    - What is presenteeism?
    - How to handle abusive supervision in the workplace

Team Project Grading:
- The videos will be evaluated using the following criteria:
    - How well explained was the topic?
    - How well researched was the topic?
    - Organization: Did the presentation have a clear introductive, middle, and conclusion?

Please note PEER REVIEWS are part of this project: Throughout the term we will collect confidential information from each of you about the contribution of each group member. Peer reviews allow each team member to evaluate the performance of other team members, and the evaluations of your peers **could reduce your grade to zero**. It is the team's responsibility to first attempt to resolve the matter within the team. Then, if not fully resolved, the team must notify the instructor of this issue. So that corrective action can be taken before it is too late, please contact the instructor early in the semester. If the matter cannot be resolved to the team's satisfaction, this will be reflected in the peer rating submitted by individual team. In cases where it is clear that an individual has made little or no contribution to the group work, we will adjust that individual's mark on the project to a mark less than that given to the group as a whole (or zero).

PROJECT PRESENTATION PARTICIPATION (5%)
- During class time, each student is asked to watch and evaluate 5 videos created by your peers.
- To get credit for watching the videos, you will complete a video survey in which you will:
    - You will list two things you learned in each video.
    - Rate the videos on how well the presentation was explained, how creative was the presentation, how relevant the subject was to OB, and how well researched was the presentation. The output

of these ratings are a "best overall team project" class award and a "most creative project" award. The winner of these awards will be announced the last week of class.
- Here is the link to complete this assignment: https://uncg.qualtrics.com/jfe/form/SV_1LH27ExdjTfuQ3b
- The deadline for completing this assignment is <u>December 1st at 11:59pm</u>.

CLASS SCHEDULE AND TOPICS:

Important dates (e.g., last day to change classes, reading days, etc.) can be found at the following web site: https://reg.uncg.edu/calendars/fall-2022-academic-calendar/
**Note that due dates, subjects, and any other content in this syllabus are subject to change; students will be notified via email/ Canvas Announcement of any changes.

	Dates	**Topics & Team Meetings**	**Readings & Activities**	**Team Activities & Documents**
Week 1	August 15: Classes Begin	- Course introduction, assignment overview, and class expectations - Overview of Organizational Behavior	Chapter 1	
Week 2	August 21-27	Values and Attitudes	Chapter 2 Short team meeting	Activity: Teams Formation Outcome: Have a brief meeting to review the course topics and brainstorm ideas.
Week 3	August 28-Sept. 3	Individual Differences and Emotions	Chapter 3	Activity: Team meeting
Week 4	September 4 (Labor Day) September 5-10	Employee Motivation	Chapter 5	**Team Proposal Due at 11:59pm (2%)**
Week 5	Sept. 11 at 12noon to Sept. 13 at 12noon	**Exam 1 (20%) – Chapters 1, 2, 3, and 5** Exam Tips: Review the "all exam" slides and test yourself on the study sheet.		
Week 6	September 18-24	Power & Politics	Chapter 12	
Week 7	September 25-Oct. 1	Social Perception	Chapter 4	
Week 8	October 6-10 Fall Break	**Fall Break - NO CLASS**		
Week 9	October 2-6/ October 11-15	Teams	Chapter 8	

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Week 10	Oct. 16 at 12noon to Oct. 18 at 12noon	Exam 2 (20%) – Chapters 12, 4, and 8 Exam Tips: Review the "all exam" slides and test yourself on the study sheet.		
Week 11	October 23-29	Conflict	Chapter 10	
Week 12	October 30 to Nov. 5	Communication	Chapter 9	
Week 13	November 6-12	Positive OB	Chapter 7	**Team Project Presentations Due November 12 at 11:59pm (15%)** **peer review feedback is due November 13 at 11:59PM**
Week 14	November 13-19	Leadership	Chapter 13	
		Project Presentation Participation https://uncg.instructure.com/courses/88782/assignments/875172 **Deadline December 1 at 11:59PM (5%)**		
Week 15	November 21-26	**THANKSGIVING BREAK – No Class**		
Week 16	November 27- November 30	**Project Presentation Participation** **Watch Videos and Submit Assignment** https://uncg.instructure.com/courses/88782/assignments/875172 **DEADLINE DECEMBER 1 AT 11:59PM (5%)**		
Week 17	Dec. 2 - Dec. 3 – Exam 3	**Exam 3 – 20%** **Chapters 10, 9, 7, and 13** Exam Tips: Review the "all exam" slides and test yourself on the study sheet.		

ADDITIONAL POLICIES: Bryan Faculty and students in this course are expected to adhere to the guidelines stated at this link: https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf

ACADEMIC INTEGRITY POLICY: Each student is required to adhere to the Academic Integrity Policy on all major work submitted for the course. Any violations of this policy (e.g., exam cheating, plagiarism, etc.) will result in a 0% grade and F on the exam/ assignment. Refer to the following URL: http://sa.uncg.edu/handbook/academic-integrity-policy/

ABSENCES FOR UNIVERSITY-SPONSORED ACTIVITIES: The University recognizes the importance of certain extra-curricular and co-curricular activities (including travel days) that enhan, ce student learning, personal development, and professional growth. Instructors will excuse absences of students for participation in University-sponsored events under the following conditions:

1. Students who expect to miss one or more class meetings due to participation in University-sponsored activities should:

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a) Notify the instructor(s) at least five class days in advance;
b) Arrange to complete all missed work in advance of the absence whenever practicable as judged by the instructor(s). When missed work cannot be completed in advance, the instructor(s) should provide students with the opportunity to make up the work. Students should be aware, however, that not all kinds of work can be made up. The instructor(s) have the discretion to deny make-up work if (i) alternative assignments place an unreasonable demand on the instructor, (ii) the original assignment is such that not completing it at the originally assigned time impedes student learning
c) Present relevant documentation of participation in a relevant University-sponsored activity to the instructor(s) upon request.

2. Students who expect to miss more than three class periods of any single course of any kind in a term or more than two consecutive meetings of a laboratory course in order to participate in University-sponsored activities should inform the instructor at the beginning of the course. In the case that the faculty member cannot make reasonable accommodations for make-up work, the student may appropriately be advised to drop the course.

ATTENDANCE POLICY/ LATER WORK POLICY: Even though this class is asynchronous, you are expected to attend the online materials on Canvas each week. The Bryan School of Business is a professional school; students will be expected to act like professionals. It is assumed that any information given out during class has been delivered to all students. See university policy on attendance. WARNING: there is no excuse for letting your team down. If you miss a class or team meeting, it is your responsibility to contact a team member about what you missed. Students with university-related or requested absences, e.g., field trips in other courses or multiple exams during finals week, must make prior arrangements in advance for any conflicts with their schedule and due dates for the course within the first two weeks of class.

ACCOMODATION FOR STUDENTS WITH DISABILITY: UNCG seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a disability must connect with the Office of Accessibility Resources and Services (OARS) in 215 Elliott University Center, (336)334-5440, oars.uncg.edu. Any student with disability requiring reasonable accommodation should inform me by email within the first week of class. The student must also provide me with a letter from the Office of Accessibility Resources and Services (OARS) with enough lead time for me to provide the specified accommodation(s).

HEALTH AND WELLNESS: Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at https://shs.uncg.edu/ or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. Help is always available.

DEFERRALS AND MAKEUP POLICIES: According to UNCG policy, certain circumstances warrant the rescheduling of an exam or assignment make-up. Deferred exams and make-up assignments will be approved for the following reasons only:
(a) Illness or medical emergency. Students are advised to contact their instructor if illnesses or medical emergencies should interfere with their class attendance or course deliverables. Students are instructed to consult Campus Health Services or Counseling (CHS) and Psychological Services (CAPS) about having your name entered onto the Examination Excuse List. If students are treated at CHS or CAPS but do not appear on the Examination Excuse List, or they are not treated at CHS or CAPS, they should see their advisor as soon as possible, consult with the instructor, and documentation should be provided.
(b) Domestic affliction (e.g., compassionate deferral due a death in the immediate family, a family emergency, etc.). Documentation is required.
(c) Religious holidays. Any student who cannot take an exam on the scheduled due date or participate fully in any other aspect of the course due to religious conflict must inform the instructor by email within the first two weeks of class so that we can make alternative arrangements for him/her to take the exam and/or complete that part of the course. For more information on UNCG's Religious Obligations policy, visit:
https://catalog.uncg.edu/academic-regulations-policies/university-policies/
(d) Three exams in 24 hours or two exams at the same time. In the case of a scheduling issue of this type, students may apply to the University Registrar's Office, 180 Mossman Building, for permission to change their exam schedules. The usual policy is to change the middle examination in a sequence of three. All requests for changes in examinations must be filed with the University Registrar's Office by Reading Day or by the last day of classes for the semester.

ACADEMIC/STUDENT SUPPORT SERVICES: There are several Academic and Student Support Services available to students that you may use. These include the Student Success Center, the <u>Writing Center</u>, Office of Accessibility Resources and Services (OARS), Information Technology Services (ITS) and The Student First Center. You are supporting these services with your tuition payments. <u>Use them</u> to improve your learning at this institution.

A NOTE ABOUT EMAIL REPLIES: Emails to the Professor will be responded to within 48 hours.

TECHNICAL SUPPORT: Students with technical issues with the course and email should contact 6TECH for support either by email or phone or chat (https://its.uncg.edu/Help/6TECH/). Please also make your instructor aware of the issue, and if there will be any delays in resolving the issue.