



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO
Bryan School of Business and Economics

MGT 312: Organizational Behavior

Section 05: MW 1300-1415 in SOEB 120

Section 06: MW 1430-1545 in SOEB 118

Spring 2024

INSTRUCTOR INFORMATION

Instructor: Arran Caza

Email: ajcaza@uncg.edu

Format: In person

Course site: <https://canvas.uncg.edu>

Office Hours: Bryan 362. MW 1600-1700 or by appointment

COMMUNICATION

- I will communicate with you through Announcements on Canvas and occasionally by email
- If you need to reach me outside of class, email is the best option
 - Use your official UNCG email address
 - Include MGT312 and your section number in the subject line
- I will usually respond to email within two business days

You must be ready to receive Announcements from Canvas and individual emails at your UNCG email account. Please check your UNCG email daily. If you are having any technical issues with UNCG email or Canvas access get assistance immediately from 6-TECH Support. Failure to check your messages is not an acceptable excuse.

CATALOG COURSE DESCRIPTION

Businesses as a generic class of organization. Relation of individual worker and manager to organization and its impact upon them. Formal and informal groups. Management from behavioral point of view. Stability and change within business organizations.

COURSE DESCRIPTION

The world is organizational. You may be surprised if you think carefully about how many organizations affect your life each day (education, retail, government, religious, etc.). Organizational behavior (“OB”) involves the study of organizations, with an emphasis on how people think and act in those organizations. OB theories try to explain how people behave, why they behave that way, and how that knowledge can improve interactions. This course surveys major topics in OB research in three themes: individual behavior, group behavior, and organizational processes. We’ll discuss topics such as individual values, personality, emotion, motivation, group dynamics, leadership, and organizational culture.

STUDENT LEARNING OUTCOMES (SLOS)

Upon successful completion of this course, students will be able to:

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

TEACHING METHODS

The course will focus on applied learning. The goal is to help you *use* your knowledge of OB. To use information, you must understand it, so MGT312 will have readings and lectures. But understanding facts is not enough. You probably understand what it means to throw a 100mph fastball or perform the iron cross in gymnastics -- and yet you probably can't do those things. Once you understand something intellectually you need to practice acting on that knowledge, so MGT312 will also have activities in class that help you to apply the knowledge you are gaining. Each week, we will learn the material in a new chapter and practice applying it to situations that arise in life.

REQUIRED MATERIAL

This course requires the following **electronic** text with McGraw-Hill Connect access:

Organizational Behavior: A Practical, Problem-Solving Approach

3rd Edition

By Angelo Kinicki

ISBN10: 1260075079

ISBN13: 9781260075076

Copyright: 2021

NOTE: This course is part of the campus' course material delivery program, called First Day. The digital required materials for this course have been integrated with Canvas and can be found in the Course Materials link in your Canvas course. Please sign into Canvas to access your course and course materials.

UNCG First Day Information Link:

<https://bookstore.uncg.edu/first-day/>

TECHNOLOGY PLAN

Bryan School Laptop Policy: <https://bryan.uncg.edu/students/bryan-school-student-laptop-policy/>

Also, develop your backup technology plan **now**. If your laptop dies or your home internet goes down, what will you do? Use your phone? Go to the library. Please have a plan. "My hard drive died," "I had no internet access the night it was due," and similar technical issues are NOT valid reasons for an extension or accommodation.

ASSIGNMENTS AND ASSESSMENTS

Item	Proportion of Final Grade	Due Date	Grading	Late Work Policy	Associated Learning Outcome
SmartBook readings	20	Tuesday each week. Completed on Connect	Score is proportion completed	No late submissions accepted	1-7
Chapter tests	10	Friday each week. Completed on Connect	Score is proportion correctly answered	Score reduced 2% per hour (or portion) late	1-7
In-class exam #1	20	Written exam during class time on Feb 14	Score is proportion correctly answered	Not applicable	1-7
In-class exam #2	20	Written exam during class time on Apr 3	Score is proportion correctly answered	Not applicable	1-7
Final exam	30	Written exam scheduled by university during final exam period (Apr 26 to May 2)	Score is proportion correctly answered	Not applicable	1-7

SmartBook Readings (20%)

Each week you will read one chapter in the textbook. The reading assignments are graded on effort. The Connect platform will guide you through the textbook chapter and the initial process of learning the material. The interactive format will assess your comprehension and adjust to your performance, making sure that you understand simpler concepts before moving on to more complex ones. Each chapter will take at least an hour to complete. You can earn full marks by completing the whole chapter. **SmartBook readings must be completed by Tuesday each week. Late completion is not possible;** your score will be whatever amount you have completed by the end of Tuesday. **Be sure that you use the Connect SmartBook reading assignment so that you get credit.**

Chapter Tests (10%)

Each week will end with an assessment of your understanding of the current chapter. The test will be completed online, through the Connect platform. It will have 40 multiple choice questions for you to complete. You will have one attempt at each test. You **cannot** use the textbook or any notes during the test. **Tests should be completed before the end of Friday each week.** Your score will be reduced by 2% for each hour (or portion) that you are late. You will receive a score on completion, and then you can review detailed feedback on the following Monday.

In-class Exams (2 x 20%)

There will be two exams taken during class time. The exam on Feb 14 will cover all material from Chapters 1 to 5. The exam on April 3 will cover all material from Chapters 6, 7, 8, 10, and 12. You are allowed to use a two-page "summary document" during the exam. You will make the summary document for yourself and can put whatever you like on both sides of two (2) pieces of 8.5x11 paper. You cannot use the textbook or any other notes during the exam. Make-up exams will not be offered. **Be sure to bring a pencil to complete the exam.**

Final Exam (30%)

There will be a comprehensive final exam scheduled by the university during the end-of-semester exam period. The final exam will cover all material from the course. You are allowed to use a five-page “summary document” during the exam. You will make the summary document for yourself and can put whatever you like on both sides of five (5) pieces of 8.5x11 paper. You cannot use the textbook or any other notes during the exam. **Be sure to bring a pencil to complete the exam.**

EVALUATION AND GRADING

To receive credit for the course, you must earn a letter grade of D- or higher based on completing assigned course work. Your final grade in the course will be a letter grade. Final scores will be based on the weights given above and converted to letter grades as indicated below.

Letter Grade	% of points accumulated
A	93.4 or more
A-	90.0 – 93.3
B+	86.7 – 89.9
B	83.4 – 86.6
B-	80.0 – 83.3
C+	76.7 – 79.9
C	73.4 – 76.6
C-	70.0 – 73.3
D+	66.7 – 69.9
D	63.4 – 66.6
D-	60.0 – 63.3
F	Below 60

MIDTERM GRADES

I will post a grade for you by the end of the seventh week of the term, which you can access in UNCGenie. Your midterm grade will be a snapshot of how you performed academically based on the assignments completed. It will let you know if your study approach is working or if you need to do something differently to improve your grade. If your midterm grade is lower than you would like talk to me about strategies you can adopt for improving it. You can find more information about midterm grades here: <https://spartancentral.uncg.edu/student-records/grades/>. You should also talk with your academic advisor if you are considering withdrawal from this class.

FINAL EXAMINATION

There will be a final exam at a time scheduled by the University during the end-of-semester exam period.

POLICY ON LATE WORK AND EXTRA CREDIT

All assignments are due before 11:59PM EST on the stated date. Because technology and life issues arise unexpectedly, please consider submitting early; avoid leaving assignments until the last minute. No late submissions will be accepted for SmartBook readings; your score will be based on whatever portion you have completed at the submission deadline. Chapter tests will have their score reduced by 2% for each hour (or portion) they are late. No exam can be submitted late. Extra credit will not be available.

ACADEMIC INTEGRITY POLICY

By submitting an assignment, each student is acknowledging their understanding and commitment to the Academic Integrity Policy on all major work for the course. Refer to the following URL:

<https://osrr.uncg.edu/academic-integrity/>

BRYAN SCHOOL FACULTY AND STUDENT GUIDELINES

Bryan Faculty and students are expected to adhere to the guidelines stated here <https://bryan.uncg.edu/wp-content/uploads/2023/11/Faculty-and-Student-Guidelines-2018-2019.pdf>

ACCOMMODATIONS

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

HEALTH AND WELLNESS

Health and well-being have an enormous impact on your learning and academic success. Throughout your time at UNCG, you may experience a range of concerns that impact your personal and academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug concerns, crime victimization, feeling down, loss of motivation, or death of a loved one. It is OK TO ASK FOR HELP!

- Student Health Services (SHS) (<https://shs.uncg.edu/>, 336-334-5340): For preventative and acute healthcare, SHS offers a primary medical clinic, full pharmacy, and over-the-counter medications.
- Counseling & Psychological Services (<https://shs.uncg.edu/mental-health-well-being/counseling-psychological-services/>, 336-334-5874): free confidential mental health services.
- Spartan Well-Being (<https://shs.uncg.edu/spartan-well-being/>): Helping students Be Well & Stay Well.
- Campus Violence Response Center (<https://shs.uncg.edu/campus-violence-center/>, 336-334-9839) Find Your Healing Here.
- Spartan Recovery offers recovery support services (<https://shs.uncg.edu/spartan-recovery-program/>, SRP@uncg.edu)

You can also visit any of these services in person at the Anna M. Gove Student Health Center at 107 Gray Drive.

TITLE IX

UNCG is committed to fostering a safe, productive learning environment. Title IX and our school's policy prohibit discrimination based on sex. Sexual harassment, which includes gender-based harassment, domestic and dating violence, sexual assault, and stalking, is prohibited. We encourage anyone who has experienced sexual harassment to speak with someone and get the support and resources they need. UNCG has confidential staff members trained to support students in navigating campus life, understanding reporting options, accessing health and counseling services, and more. Confidential support services include:

- Campus Violence Response Center (<https://shs.uncg.edu/campus-violence-center/>) located on the ground floor of Gove Student Health Center

- UNCG's Student Health Services (<https://shs.uncg.edu/clinic>)
- Counseling & Psychological Services (<https://shs.uncg.edu/mental-health-well-being/counseling-psychological-services/>, 336-334-5874)
- Spartan Well-Being (<https://shs.uncg.edu/spartan-well-being/>) located in the Gove Student Health Center.

CLASSROOM CONDUCT

Students are expected to assist in maintaining a classroom environment that is conducive to learning. To assure that all students can gain from time spent in class, unless otherwise approved by the instructor, students are prohibited from engaging in any form of distraction. Phones, tablets, computers, and other devices can only be used for class-related learning. Other uses are not authorized in MGT312. Please silence all devices during class. Inappropriate behavior in the classroom will result in, at minimum, a request to leave class. Please review the Disruptive Behavior in the Classroom Policy (<https://sa.uncg.edu/division-of-student-affairs/students/academic-resources/student-policy-handbook/disruptive-behavior-in-the-classroom-policy/>) for additional information.

ATTENDANCE POLICY

You enrolled in an in-person section, so attendance is a part of the course. Regular class attendance is a responsibility and a privilege of university education. It is fundamental to the orderly acquisition of knowledge. Students should recognize the advantages of regular class attendance, accept it as a personal responsibility, and apprise themselves of the consequences of poor attendance.

The University recognizes the importance of certain extra-curricular and co-curricular activities (including travel days) that enhance 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:
 - 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.

Students who expect to miss more than three class periods of any single course of any kind in a term 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.

Students should remind the instructor in advance when accommodation affects course activities, to ensure that the instructor has updated systems accordingly.

RELIGIOUS OBLIGATIONS

It is expected that instructors will make reasonable accommodations for students who have conflicts due to religious obligations. Please make arrangements with the instructor in advance of any conflict.

TECHNICAL SUPPORT

Students with technical issues should contact 6-TECH for support by email, phone, or chat (<https://uncg.service-now.com/support/>). Issues with Connect should be directed to McGraw-Hill's support team (<https://www.mheducation.com/highered/support/student/connect.html>, 800-331-5094). Please also let me know about the issue and if there will be any delays in resolving it.

TOPIC OUTLINE/CALENDAR

It is my intention to follow the schedule outlined below. However, if the need arises, we may have to adjust it. In all such cases, I will notify students about the changes.

Week of	Reading assignment	Monday in class	Wednesday in class
Jan 8	Orientation & Chapter 1 Making OB work for me	Introduction & overview	Interactive lecture
Jan 15	Chapter 2 Values & attitudes	[no class]	Interactive lecture
Jan 22	Chapter 3 Individual differences & emotions	Application exercises for previous chapter	Interactive lecture
Jan 29	Chapter 4 Social perception & managing diversity	Application exercises for previous chapter	Interactive lecture
Feb 5	Chapter 5 Foundations of employee motivation	Application exercises for previous chapter	Interactive lecture
Feb 12	In-class exam	Review session before exam	Exam on Chapters 1-5
Feb 19	Chapter 6 Performance management	Application exercises for previous chapter	Interactive lecture
Feb 26	Chapter 7 Positive organizational behavior	Application exercises for previous chapter	Interactive lecture
Mar 4	Spring break	[no class]	[no class]
Mar 11	Chapter 8 Groups & teams	Application exercises for previous chapter	Interactive lecture
Mar 18	Chapter 10 Managing conflict & negotiations	Application exercises for previous chapter	Interactive lecture
Mar 25	Chapter 12 Power, influence & politics	Application exercises for previous chapter	Interactive lecture
Apr 1	In-class exam	Review session before exam	Exam on Chapters 6-8, 10, 12
Apr 8	Chapter 13 Leadership effectiveness	Application exercises for previous chapter	Interactive lecture
Apr 15	Chapter 14 Organizational culture, socialization & mentoring	Application exercises for previous chapter	Interactive lecture
Apr 22	Chapter 16 Managing change & stress	Interactive lecture	Review session before exam

END OF SYLLABUS