



Course Syllabus
MGT 312-04/05 Organizational Behavior (Asynchronous)
Fall 2024

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When you email me, please put “MGT 312-section number,” your name (last name first), and the subject of your inquiry in the subject line (e.g., MGT 312-04; Potter, Harry; Syllabus) or the email may not get through. I am very responsive, so if you do not receive a response to an email within 48 hours, you should assume that I did not receive it and you should resend it.

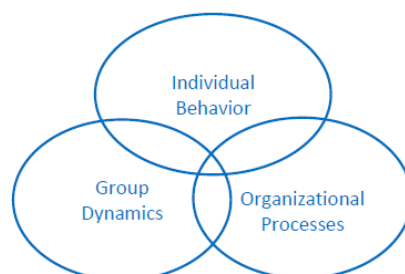
Office Hours: By appointment
Class: Section 04 and Section 05 (Asynchronous)
Teaching Assistant: TBA by the Management Department

Please read this syllabus **CAREFULLY**, as it contains lots of important information that will help you learn efficiently and effectively on the subject of Organizational Behavior and lead a successful semester.

Course Goal

This course is designed to provide insights into major topic areas of organizational behavior. Those topics can be organized into three chunks that make up the course framework: individual behavior, groups, and organizational processes. These three chunks inform and interact with each other. With this framework, the course addresses issues that every employee and manager need to understand and deal with which include: individual values, attitudes, and behavior, motivation, group issues, leadership, organizational culture, organizational design, and etc. Thus you will learn about the nature of employees and about how human behavior is influenced by individuals, groups, and features of organizations. The application of organizational behavior is also a focus of this class which will be addressed via class assignments such as cases, self-assessment, and videos.

Framework of Organizational Behavior



Required Textbook and Additional Course Material

1. Required Textbook and the Connect System

Textbook:

Kinicki, A. (2021). *Organizational behavior: A practical, problem-solving approach* (3rd ed.). New York: McGraw-Hill.

You can get your material through UNCG's First Day program, purchase the textbook at the UNCG Bookstore, online as an e-book via Canvas, or as a hard copy for delivery to your home. If you are purchasing a physical book at the UNCG Bookstore, make sure that you purchase one with a code card (for access to **McGraw-Hill Connect** resources). If you are using a used book, you still have to purchase a new access code to Connect. **YOU MUST HAVE ACCESS TO CONNECT AS THERE WILL BE ASSIGNMENTS WITHIN THE CONNECT SYSTEM THROUGHOUT THE SEMESTER.**

After you purchase the e-book and the Connect system, you will use them for the class. The publisher provides a video to walk you through how to register in Connect via Canvas: <http://video.mhhe.com/watch/4q72PpEpzkXAd3hW4o52c8>. The publisher also offers 3 videos regarding how to navigate in Connect. Go to "Assignments" in Canvas and look for "Connect Orientation Videos."

If you have any questions regarding the textbook or Connect, the publisher recommends that you reach out to their help desk at 800-331-5094 or online at <https://mhedu.force.com/CXG/s/ContactUs>, so that they can assist you. With the online assistance, there is a real time interactive chat platform where a REAL PERSON will help you solve your problems immediately.

Besides, I encourage you to make use of as many Connect resources as possible throughout the semester. Students who practice using the online resources AFTER a full review of these resources have indicated that they were helpful for the tests.

2. Canvas Access and Course Slides

All students officially registered for the course can access the course via Canvas website (<http://canvas.uncg.edu/>). Canvas is the main platform used for this asynchronous course. It is used to post course materials (e.g., course syllabus, class announcements, PowerPoint slides, and other relevant course information) and grades. It is also used to administer quizzes and exams as well as allow you to submit your case analyses.

Course slides with notes are available every week in Canvas Modules. You will see the notes under each slide. However, reading the PowerPoint slides is NOT a substitute for reading and studying the text. Reading and studying the text as well as completing the Connect Quizzes are essential to understanding the subject. If you encounter any problems with using Canvas, feel free to Google the solutions. You will find the answers 99% of the time!

In order for you to be notified of any events (e.g., due dates, announcements) going on in Canvas of this course that require your immediate attention, you are strongly recommended to set up your Canvas Notifications to receive the notifications through email. I will use Announcements to send messages to the class but for communication with individual students, I will use Inbox.

Past experience shows that some students did not check their Inbox often and missed messages that were beneficial to them. However, this is not intended to serve as a replacement for your participation in Canvas. For how to set up your notifications, you will go to Account (far left side of Canvas screen) and select Notifications. Alternatively, you may visit: <https://community.canvaslms.com/docs/DOC-10624-4212710344>.

Course Learning Objectives (The Course)

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:

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

Student Learning Goals (Bryan School of Business and Economics)

Please see the link below for the complete list of Bryan School Learning Goals and Mission Statement: <https://catalog.uncg.edu/business-economics/>.

Course Pedagogy

- Course materials organized by the professor
- Assignments
- Examinations

Your primary task is learning the materials in the textbook and weekly assignment provided in Canvas. I (the instructor) will help by facilitating your study.

Important Course Policies

- **Academic Integrity:** 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-policy-pledge/>.

In addition, the use of generative artificial intelligence (GAI) to generate any part of your assignments for this course constitutes a violation of the University's policy on plagiarism, because it represents thoughts or ideas of another as your own. Using GAI for copyediting students' work is allowed.

- **Communication and Technical Support:** For purposes of this course, I will request that you check your UNCG e-mail (E-Spartan) daily as well as Canvas for messages and/or assignments. Students with technical issues with the course or their email should contact 6-TECH for support either by email, phone or chat (<https://its.uncg.edu/Help/6TECH/>). Alternatively, you may contact our Teaching Assistant for this course.
- **Extra Credit:** There are no extra credit assignments scheduled for this course. If a situation presents itself during the semester, all students will be given equal opportunity to participate.
- **Students with Disabilities:** 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.

Evaluation Criteria

The grades for this class will be determined based upon:

Items	Points
Self-Assessments, ISeeIt Videos, Manager's Hot Seat Videos	Optional (0 point)
Exam 1	100 points
Exam 2	100 points
Quizzes (Best 10 out of 11; 5 points each)	50 points
Case Analyses (3 cases; 20 points each)	60 points
Total	310 points

The grades will be finalized in letter grade form, per the chart below:

A	93% - 100%	C	73% - 76.99%
A-	90% - 92.99%	C-	70% - 72.99%
B+	87% - 89.99%	D+	67% - 69.99%
B	83% - 86.99%	D	63% - 66.99%
B-	80% - 82.99%	D-	60% - 62.99%
C+	77% - 79.99%	F	Below 60%

Description of Evaluation Criteria:

The Self-Assessments are optional, but they allow you to assess your knowledge, beliefs, feelings, and actions in regard to a wide range of personal skills, abilities, and interests. There is a Self-Assessment every week tailored to that week's topic. For your convenience, all assessments are available via Canvas throughout the semester, but you are encouraged to take one each week as each one corresponds to the topic in that week. They provide scoring keys and detailed feedback for immediate, individual analysis.

1. Exams

Purpose

The purpose of the course exams is to objectively evaluate the outcome of your learning. The exams are designed to test your knowledge of the course text material.

Content and format

There will be two exams and they are **not cumulative**. Exam 1 will cover Chapters 1-7. Exam 2 will cover Chapters 8, 10, 12, 13, 14, 15, and 16. Each exam will include 100 objective questions (multiple choice and true/false).

Testing procedure

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 exams:

- You may use your book and notes; however, you are to take the test by yourself, with no group efforts or help from other people.
- You will find the exams available in **Canvas** only during the assigned test times.
- You can access the exams through "Assignments" and then access "Exam 1" or "Exam 2."
- As indicated in the course schedule in the syllabus, Exam 1 is available from 12:01 AM on September 30 (Monday) to 11:59 PM on October 6 (Sunday) and Exam 2 is available from 12:01 AM on December 6 (Friday) to 11:59 PM on December 11 (Wednesday). You can take each exam only ONCE.
- **Once you open the exam, you have 120 minutes (not the entire duration when the exam is open) to complete the exam.** A timer will appear. At 120 minutes, Canvas will submit the test.
- Canvas will also submit the test when the deadline indicated in the course schedule is due, even if your test is not complete. Thus, if you want to have the full 120 minutes in the test, you should begin your exam attempt at least two hours prior to the end of the exam availability period.
- When you are done, remember to hit the "Submit" button.
- The time is limited in order to test your knowledge of the material, not your ability to search for information during the exam. **Thus, it is very important that you study hard before the exams.** Important: Extended time is only granted for students with documented disabilities.
- 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 the teaching assistant or 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 EVALUATION ITEM. THE UNCG COMPUTER LABS AND PUBLIC LIBRARIES PROVIDE COMPUTER AND INTERNET ACCESS FREE OF CHARGE. REFER TO THE BRYAN SCHOOL STUDENT LAPTOP POLICY FOR MORE INFORMATION: <https://bryan.uncg.edu/students/bryan-school-student-laptop-policy/>

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 to 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 traveling 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.**

2. Quizzes

Purpose

The purpose of the weekly quizzes is to encourage you to study the material consistently throughout the course. The quizzes will also help you check your own learning. Furthermore, the quizzes provide examples of the types of questions that you will encounter in the exams. This assures that you will be prepared for the course exams.

Content and format

Eleven short weekly quizzes will be administered. Each quiz covers the respective chapter in the textbook. For instance, during week 2, Quiz 1 will cover Chapter 2 in the textbook. During week 3, Quiz 2 will cover Chapter 3 in the textbook. Each quiz will include 10 objective questions

(multiple choice). You may use your book and notes; however, you are to take the quiz by yourself, with no group efforts or help from other people. **The best 10 grades will be counted towards the final semester grade.**

Availability

You will find the quizzes in **Canvas**. Each weekly quiz is available until 11:59 PM on Sunday of the corresponding week. You can take each quiz only ONCE. **When you complete the quiz items, be sure that you hit the submit button.** If you miss a quiz, it will be recorded with a score of zero. No make-up exams will be allowed, except in cases warranted by extraordinary circumstances (a serious illness) that are supported with documented evidence. Students who do not provide documented evidence will receive zero point.

Technical problems are not acceptable reasons for missing a quiz. If you experience a technical problem, report it to the teaching assistant or me **immediately** with accompanying evidence (e.g., a screenshot). Please do not wait until the last minute to take the quiz. This will allow you enough time to solve any technical problems prior to the deadline. Any technical problems reported AFTER the deadline will not be considered.

3. Case Analyses

Purpose

The purpose of the three case analyses is to provide you with an opportunity to practice applying the concepts learned and solving a real-world problem.

Content and submission procedure

Three cases are assigned throughout the semester. All cases can be found in your textbook. It is important that you read and think about each case to facilitate your understanding of the material. Your case analyses should include your answers to the questions at the end of the case, and/or additional issues you think are pertinent. These analyses should be approximately 2-3 typed pages (double-spaced). A document containing general guidelines and sample answers to the case analysis will be provided to you in Canvas prior to the first case assignment.

Your case analyses should be submitted online in **Canvas** under the “Assignments” Section. Each case analysis is due 11:59 PM on Sunday of the corresponding week. Late cases are not accepted.

Course Schedule

WEEK	TOPIC	ASSIGNMENT
PART ONE: Individual Behavior		
1 Aug 20-25	♦ Making OB Work for Me	• Text: Chapter 1
2 Aug 26- Sept 1	♦ Values and Attitudes	• Text: Chapter 2 • Quiz #1 (Due Sept 1 11:59 PM)
3 Sept 2-8	♦ Individual Differences and Emotions	• Text: Chapter 3 • Quiz #2 (Due Sept 8 11:59 PM)
4 Sept 9-15	♦ Social Perception and Managing Diversity	• Text: Chapter 4 • Quiz #3 (Due Sept 15 11:59 PM) • Case #1 (Chapter 4: White, Male, and Asian: The Diversity Profile of Technology Companies) (Due Sept 15 11:59 PM)
5 Sept 16-22	♦ Foundations of Employee Motivation ♦ Performance Management	• Text: Chapters 5 & 6 • Quiz #4 (Due Sept 22 11:59 PM)
6 Sept 23-29	♦ Positive Organizational Behavior	• Text: Chapter 7 • Quiz #5 (Due Sept 29 11:59 PM)
7 Exam 1	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	• Chapters 1-7 • Exam will be available in Canvas • From September 30 12:01 AM (Monday) To Oct 6 11:59 PM (Sunday)
8 Oct 7-13	Fall Break (Oct 12-15)!	No Assignment.

PART TWO: Groups		
9 Oct 14-20	♦ Groups and Teams	<ul style="list-style-type: none"> • Text: Chapter 8 • Quiz #6 (Due Oct 20 11:59 PM) • Case #2 (Chapter 8: Money, Design, and Disaster) (Due Oct 20 11:59 PM)
10 Oct 21-27	♦ Managing Conflict and Negotiations	<ul style="list-style-type: none"> • Text: Chapter 10 • Quiz #7 (Due Oct 27 11:59 PM)
11 Oct 28- Nov 3	♦ Power, Influence, and Politics	<ul style="list-style-type: none"> • Text: Chapter 12 • Quiz #8 (Due Nov 3 11:59 PM) • Case #3 (Chapter 12: #MeToo—Just Do It!) (Due Nov 3 11:59 PM)
12 Nov 4-10	♦ Leadership Effectiveness	<ul style="list-style-type: none"> • Text: Chapter 13 • Quiz #9 (Due Nov 10 11:59 PM)
PART THREE: Organizational Processes		
13 Nov 11-17	♦ Organizational Culture, Socialization, and Mentoring	<ul style="list-style-type: none"> • Text: Chapter 14 • Quiz #10 (Due Nov 17 11:59 PM)
14 Nov 18-24	♦ Organizational Design, Effectiveness, and Innovation	<ul style="list-style-type: none"> • Text: Chapter 15 • Quiz #11 (Due Nov 24 11:59 PM)
15 Nov 25- Dec 1	Thanksgiving holiday!	No Assignment
16 Dec 2-4	♦ Managing Change and Stress	• Text: Chapter 16

16 Exam 2	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	<ul style="list-style-type: none"> • Chapters 8, 10, 12, 13, 14, 15, 16 • Exam will be available in Canvas • From December 6 12:01 AM (Friday) To December 11 11:59 PM (Wednesday)
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NOTE: THE PROFESSOR RESERVES THE RIGHT TO MAKE CHANGES TO THIS DOCUMENT AS NEEDED. ALL CHANGES WILL BE ANNOUNCED IN CANVAS.

Bryan School Faculty and Student Guidelines:

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/2023/11/Faculty-and-Student-Guidelines-2018-2019.pdf>.

Attendance and Late Work/ Makeup Policy:

Students with university-related or requested absences must make prior arrangements in advance for any conflicts with their schedule and due dates for the course.

Health and Wellness Statement:

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 & Psychological Services 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 336-334-5340, 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.

Attendance Policy for University Sponsored Events:

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:

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 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.