



UNC GREENSBORO

MGT 312-06 FALL 2025

ORGANIZATIONAL BEHAVIOR

CREDITS: 3

METHOD OF DELIVERY: Online Asynchronous

INSTRUCTOR INFORMATION:

- Instructor: Peter Gallagher, Ph.D.
- Office Location: Bryan 389
- Email Address (Preferred): ptgallagher@uncg.edu (please allow 24-48 hours)
- Phone: 336-334-4526
- Office Hours: M/W 1:30 – 3:15 and by appointment.
- Booking Office Hours: Book a meeting via [my bookings page](#) (or email works, too!)

COURSE DESCRIPTION

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.

STUDENT LEARNING OBJECTIVES/OUTCOMES (SLO)

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. Understand what organizational behavior is and why it matters for organizations.
2. Explain how personality, values, and motivation affect employees' performance.
3. Understand multiple theories of motivation in the workplace.
4. Predict how perception and attribution affect the decision-making process.
5. Identify stages of group development and explain appropriate managerial responses for each stage.
6. Demonstrate an understanding of interpersonal awareness by explaining different styles of conflict resolution and negotiation techniques.
7. Provide an example of an ethical issue pertinent to leadership today.

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.

TEACHING METHODS

The course will have a blended focus on building academic knowledge of OB and explore how you might apply it in real work situations. To use information, you must understand it, so MGT312 will have readings, lectures, and comprehension assignments each week. But understanding facts is not enough, it is critical to consider how you might apply it in your day-to-day life. Thus, I pair this foundational knowledge with recent articles focused on how to put these concepts into action to provide you the foundation to experiment. Further, our course project this semester is targeted around better understanding yourself, reflecting upon this data, sharing that with a trusted mentor, and then acting on this information to try and grow professionally and/or personally this semester. Thus, throughout the semester, my goal is to provide you with the foundational knowledge you need, ideas for how to implement them, and exercises for putting some of these concepts into action.

COURSE MATERIALS

This course requires the following textbook with McGraw-Hill Connect access:

Title: Organizational Behavior: A Practical, Problem-Solving Approach

Author: Angelo Kinicki

Edition: 3rd

ISBN10: 1260075079

ISBN13: 9781260075076

Publisher: McGraw Hill

COURSE GRADING & CONTENT

COURSE GRADING SCALE

93.4% and above	A		73.4% - 76.6%	C
90% - 93.3%	A-		70% - 73.3%	C-
86.7% - 89.9%	B+		66.7% - 69.9%	D+
83.4% - 86.6%	B		63.4% - 66.6%	D
80% - 83.3%	B-		60% - 63.3%	F
76.7% - 79.9%	C+		Below 60%	F

A note on the grading scale: Please note that this is the grading scale 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 with activities related to coursework. Please note, opportunity does not mean guarantee. I will not award extra credit if I think a student is not putting forth a good-faith effort. While it is difficult to provide specifics of what this looks like, a good analogy would be a response with [this](#) sort of vibe provided by Seattle Seahawks legend Marshawn “Beast Mode” Lynch. Note: You can earn an immediate 5 points of extra credit if you email me Marshawn’s career total rushing yards within the first week of class. All this said, please do not email me 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 throughout the semester based on the assignments and tests outlined in this syllabus and select opportunities to earn your rounding through your efforts.

COURSE STRUCTURE: LEARNING MODULES

This course runs in 13 weekly modules. New content posts weekly on Mondays at 9am. All work for the week is due by the following Sunday @ 11:59pm unless stated otherwise.

Each module includes brief (or my attempt at brief!) mini-lectures on the focal topic, a short supplemental resource (reading, podcast, or video) related to the topic, and a weekly SmartBook assignment tied to the chapter(s). The SmartBook assignments are intentionally low pressure. Use their feedback to see what’s sticking and where to review. Please reach out anytime with questions or topics you’d like to discuss.

COMPONENTS OF YOUR FINAL GRADE

Assignments	Points Possible
Individual Work	
Smart Book Assignments (13)	100
Exams (3)	600
Applying AI Assignment	30
Team Project – Manager Interviews	
Team Charter	30
Team Topic & Question Submission	10
Manager Transcript (Individual Submission)	50
Manager Interview Synthesis	60
Final Presentation	70
Midpoint Peer Evaluation	25
Final Peer Evaluation	25
Total Points Possible	1,000

SMARTBOOK ASSIGNMENTS (100 points; 13 Total – Drop Lowest 3)

You'll complete 13 SmartBook assignments - one per module - in Connect. Each is an adaptive, multiple-choice practice set targeting the chapter's key learning objectives. Their purpose is to reinforce concepts and prep you for exams; use the feedback to focus your studying. SmartBooks are graded based on the proportion completed by the deadline (accuracy doesn't affect credit). To provide flexibility, your three lowest scores are dropped from the final grade calculation.

EXAMS (600 Points)

This course includes three non-cumulative online exams administered remotely with online proctoring. Each exam covers only the modules completed since the previous exam and consists entirely of multiple-choice and true/false questions. Exams are typically open for one full week, allowing you to choose a time that fits your schedule. Exams are closed book and closed browser, with note sheets permitted - additional logistics will be posted closer to exam release dates. Make-ups are generally not offered; see the Late Work policy for exceptions involving documented emergencies or university-sanctioned events and contact me in advance when possible. Complete all exams independently and in accordance with UNCG Academic Integrity. **Specifically for exams, no outside help or AI tools are permitted.**

APPLYING AI ASSIGNMENT (30 Points)

This course includes one assignment specifically designed to boost your AI literacy and your ability to apply it to OB concepts you will encounter in the workplace. You will use a generative AI tool to work through a guided prompt sequence on an OB scenario, then post a short reflection as a new discussion thread and attach the full transcript or screenshots of your AI interaction (including all dialogue). The goal is to practice responsible, transparent AI use and critically evaluate where the tool helps versus misleads - not to outsource your work. Detailed instructions, approved tools, and the rubric will be posted on Canvas as the assignment release date approaches (see Course Schedule).

TEAM PROJECT – MANAGER INTERVIEWS AND ANALYSIS (270 Points)

This assignment is designed for students to both gain experience working in a team and to understand OB in practice by speaking with practicing managers in the field. To kick off the project, each team will complete a formal planning document called a team charter that lays out the game plan and norms for your team over the course of the semester (30 points). As a team, you will choose one OB topic and draft 5–7 shared interview questions (10 points); **each member will then interview a manager using those questions and submit a transcript of the interview** (50 points). Following the interviews, your team will review the transcripts and synthesize key responses to each question, noting similarities and differences between managerial approaches while also noting if any follow-up interviews are needed (60 points). Once managerial responses have been synthesized, the team's final task is to connect managerial responses to OB topic(s) we've discussed in class and present their analysis in the form of a virtual presentation (70 points). For example, if managers seem to emphasize different aspects of motivation – through needs, process, or job design approaches - you will show that in your final presentation. I have positioned incremental assignments throughout the semester to help guide teams toward being prepared for the final presentation of findings at the end of the semester. Further guidance on each of these components will be provided during the semester.

Below are some additional notes pertinent to your project beyond what is outlined here.

Team Formation

As often occurs in the real world, you do not choose your co-workers. The same will occur here as I will assign teams for the semester. Teams will consist of 4 to 5 individuals. Team assignment will be determined based on shared availability first (must complete availability survey) and then random assignment thereafter. Teams will be announced after the add/drop period to lessen member change issues.

Encouraging Individual Contributions to Teamwork

A classic problem in teams is free riding, whereby members tend to reduce their effort when working in teams (Bacon, Stewart, & Silver, 1999). This occurs when members see more benefit in free riding than contributing effort to the team. This can be particularly insidious in virtual, asynchronous teams. Many of the above activities, assignments, and check-ins function as reflection opportunities for team progress and to spot and proactively address issues early. However, I have two additional mechanisms to encourage better teamwork.

Peer Evaluations (25 points each * 2 = 50 Points)

Students will be given authority to assess and provide feedback on their peers' contributions. Peer evaluations occur at the midpoint to help identify concerns relatively early so members can adjust actions and at the end of the semester as a reflective evaluation. You will receive a **zero** for your peer evaluation score if you choose not to participate. If you participate, your evaluation score will be calculated from all members' responses. Note: I use statistical software to flag outliers, so please provide an honest contribution assessment.

Team Member Termination (1 Time Vote)

To simulate the real world, I allow teams the choice to “terminate” members who are not contributing. Termination occurs when all other group members unanimously vote out a member and can corroborate their decision with substantial evidence. If enough evidence is produced to support termination, the terminated member can join another team if the new team unanimously votes to “hire” that member. If no such arrangement can be made, the member who left must complete the project individually. Voting occurs once during the semester (see course schedule). After this vote, the termination option is closed to teams throughout the semester as this would not provide individuals sufficient time to complete the project on their own.

ASSIGNMENTS AND ACADEMIC CALENDAR

WEEK	MODULE	SUBJECT	TO DO'S
8/19 – 8/24	1	Course Overview & Intro to OB (Chapter 1)	• Read Chapter 1 • SmartBook Assignment 1 • <i>Complete Availability Survey</i>
8/25 – 8/31	2	Individual Differences and Attitudes (Chapters 2 & 3)	• Read Chapters 2 and 3 • SmartBook Assignment 2 • <i>Post Intro Video to your Team</i>
9/1 – 9/7	3	Perception and Managing Diversity (Chapter 4)	• Read Chapter 4 • SmartBook Assignment 3
9/8 – 9/14	4	Motivation (Chapter 5)	• Read Chapter 5 • SmartBook Assignment 4 • <i>Team Charter Due</i>
9/15 – 9/21	Exam 1 (No Gen AI Permitted)		• <i>Team Topic & Questions Due</i>
9/22 – 9/28	5	Groups, Teams, and Communication (Chapters 8 and 9)	• Read Chapters 8 and 9 • SmartBook Assignment 5
9/29 – 10/5	6	Managing Conflict & Negotiation (Chapter 10)	• Read Chapter 10 • SmartBook Assignment 6 • <i>Manager Transcript Due (Individual Submission)</i>
10/6 – 10/12	7	Decision Making and Creativity (Chapter 11)	• Read Chapter 11 • SmartBook Assignment 7
10/13 – 10/19	8	Power, Influence & Politics (Chapter 12)	• Read Chapter 12 • SmartBook Assignment 8
10/20 – 10/26	9	Leadership Effectiveness (Chapter 13)	• Read Chapter 13 • SmartBook Assignment 9 • <i>Manager Interview Synthesis</i>
10/27 – 11/2	Exam 2 (No Gen AI Permitted)		• <i>Midpoint PE & Termination Vote</i>
11/3 – 11/9	10	Performance Management (Chapter 6)	• Read Chapter 6 • SmartBook Assignment 10 • AI Apply It Assignment Released
11/10 – 11/16	11	Organizational Culture & Design (Chapters 14 and 15)	• Read Chapters 14 and 15 • SmartBook Assignment 11
11/17 – 11/23	12	Managing Change and Stress (Chapter 16)	• Read Chapter 16 • SmartBook Assignment 12 • AI Apply It Assignment Due • <i>Virtual Team Presentation</i>
11/24 – 11/30	Thanksgiving (Eat Well!)		
12/1 – 12/7	13	Positive OB (Chapter 7)	• Read Chapter 7 • SmartBook Assignment 13 • <i>Final Peer Evaluation Due</i>
12/8 – 12/11	Exam 3 (No Gen AI Permitted)		

* Assignments are due on Sundays at 11:59pm for the week listed unless noted otherwise.

* Team Project Items are in italics to distinguish them from other assignments.

* These descriptions and timelines are subject to change at the instructor's discretion.

POLICIES & RESOURCES

MY EXPECTATIONS OF COURSE CONDUCT: First, you are training to be professionals, so this course is an excellent opportunity to practice! I have found that this is often encompassed by three rules: (1) Be Respectful; (2) Be Responsible; and (3) Be Engaged. Be respectful to your peers, me, and critically as important – yourself as we go through this learning process together. I expect courtesy, civility, and respect to be the hallmark of our interactions. Be responsible reflects your commitment to complete the assigned work in the timeframe allotted or communicate in advance with me why this cannot be done and your plan for an alternative arrangement to complete the work. Finally, be engaged reflects a commitment to go beyond exam success (though that is important) to consider the key lessons of each module that you can take with you as you move forward in your classes at UNCG and your career thereafter. It's the best way to get a great ROI on your investment in this course.

BRYAN SCHOOL FACULTY AND STUDENT GUIDELINES: Bryan Faculty and students in this course are expected to adhere to [School guidelines](#).

GENERATIVE AI POLICY: You are expected to follow the [University's Academic Integrity Policy](#). All ideas, text, images, and other content you submit should be appropriately cited when taken, directly or indirectly, from another source. For purposes of this course, use of generative artificial intelligence (GAI) will be treated analogously to assistance from another person. Unauthorized or unacknowledged collaboration, or the presentation of another's work as your own, is a violation of the Academic Integrity Policy. GAI is generally encouraged in all aspects of this course (e.g., as a study tool, project assistance) with the appropriate citation and chat transcript submissions followed EXCEPT for when taking exams. **Use of GAI to take exams is strictly prohibited.** This is my policy as exams are occasions where I can see if you have indeed learn the content, which is a critical compliment to AI literacy as you go into the workplace. If you are unsure about whether particular uses of GAI tools may be plagiarism, cheating, or another form of academic dishonesty, please reach out to me to discuss as soon as possible.

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 (above). Working versions of the PowerPoint presentations will be posted to Canvas for each topic covered in the course. Additionally, material that is not in the textbook may be added to the covered topics.

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/>. Any violations of this policy (e.g., exam cheating, plagiarism, etc.) will result in a 0% grade and F on the exam/assignment.

ABSENCES FOR UNIVERSITY SPONSORED ACTIVITIES: 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. Instructors should stress the importance of these responsibilities to students, set appropriate class attendance policies for their classes, and inform students of their requirements in syllabi and orally at the beginning of each term.

“VIRTUAL” ATTENDANCE 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](#). 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.

LATE ASSIGNMENTS: All assignments should be turned in by their respective deadlines as specified in this document and Canvas. Late assignments will be penalized 10% per day late, with a maximum of a 50% penalty. After a week, you will get a zero.

ACCOMMODATION 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 or as soon as the accommodation is determined by OARS if occurring during the semester. 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) and/ or make sure OARS sends me an accommodation letter.

RELIGIOUS OBLIGATIONS STATEMENT: 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. For more information on UNCG's Religious Obligations policy, and broader attendance policies [here](#).

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. Counseling & Psychological Services offers a wide range of services designed to support your personal growth, academic success, and emotional health. Students can call 336.334.5874 or visit in person at Anna M. Gove Student Health Center at 107 Gray Drive, 2nd floor.

UNCG Student Health Services provides collaborative health services to UNCG students, ranging from flu shots to advanced primary care support. Students can call 336.334.5340 to make an appointment or visit in-person at the visit Anna M. Gove Student Health Center at 107 Gray Drive.

The Campus Violence Response Center is single point of access for any UNCG community member who has experienced violence. Providing confidential support for survivors of violence, including sexual assault, intimate partner violence, stalking, sexual or gender-based harassment, and all other forms of campus violence. Students can call the CVRC at 336-334-9839 or in person at the Anna M. Gove Student Health Center at 107 Gray Drive.

For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery @ UNCG offers recovery support services. You can learn more about recovery and recovery support services by visiting the Spartan Recovery @ UNCG located at 701 Highland Av, Suite 209 (Corner of Highland and Union in Spartan Village) or reaching out to srp@uncg.edu.

A NOTE ABOUT EMAIL REPLIES: Emails to the Professor will be responded to within 2 business days (Monday – Friday). Please use the subject heading “MGT 312” when emailing. If you do not receive a reply in 48 hours you should assume your email was not received and re-send it.

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 Writing Center, 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. Use them to improve your learning at this institution.

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.