Management 3720
Organizational Behavior
Fall 2026

Professor:	April Kuykendall
Office:	Business Leadership Building; 385D
Phone:	940-565-4710
E-mail:	aprilk@unt.edu ***BEST WAY TO REACH ME
	** (include MGMT 3720 in Subject line of e-mail)
Office Hours: Monday	8:00-10:00am
	or by appointment

We will **NOT** use Messaging on Canvas. You **MUST** email me directly at the UNT email above.
Be sure to include MGMT 3720 in the Subject Line

NOTE: Email is checked on a regular basis Mon-Fri. However, there may be times where it could take me up to 24 hours to respond especially on weekends. If you do not receive an email reply from me after 24 hours, please call me and/or re-send your email because something has happened to your email. I will inform you if I will be unable to respond due to travel, illness, etc.

Please check the course Canvas page for announcements, new postings, assignments, etc. on a regular basis throughout the semester. It is highly recommended that you visit our course page at least twice a week!

Course Overview

Organizational Behavior (3 credit hours). Individual behavior in formal organizations. Cases, lectures, and experiential exercises in organizational culture, motivation, leadership, dynamics of power, perception and attribution, communication, decision making and performance, and individual differences. Open to non-business majors.

Course Objectives:

At the conclusion of the course, students who have mastered the material will be able to demonstrate the below outcomes from the following areas:

Emotional Intelligence

- Analyze how perception and emotional intelligence affect behavior at work.
- Identify connections between the practice of emotional intelligence and workplace productivity.

Leadership

- Identify different styles of leadership in organizations based on management practices.
- Review the uses of different leadership theories in organizational operations.

Motivation

- Analyze the strengths and weakness of different motivational strategies.
- Explore motivational strategy application in situational real-world contexts.

Diversity Management

- Describe how to build effective, accountable, and inclusive organizations.
- Explain the importance of diversity, inclusion, and equity for sustainable development in the business world.

Organizational Culture

- Evaluate the connections between organizational culture and organizational performance.
- Discuss techniques for building inclusive and equitable organizational cultures.

REQUIRED TEXT: *Organizational Behavior*, an open-source educational text published by OpenStax® accessible at: https://openstax.org/details/books/organizational-behavior

Canvas & Technology

- You can access the course at https://unt.instructure.com
- Login using your EUID and Password
- Click "MGMT 3720" from the list of courses

Though this class is a face-to-face course we will still utilize Canvas to review and submit assignments. Please note that Canvas relies exclusively on electronic technologies for online participation, and technology is not a 100% reliable. Students assume ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections. I will provide you with tips and guidance for operating your equipment, and the helpdesk offers support, but you have to assume responsibility for everything on your end. Students are expected to be able to navigate the Canvas course site to access information and submit assignments.

TECHNICAL ISSUES WITH CANVAS:

Please immediately report ALL Canvas problems to the UNT helpdesk at 940.565.2324. Be sure to ask for a ticket number and then email the ticket number to me along with the report from the helpdesk. Without a ticket number, I can't follow up on the technical issue. Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, Canvas, etc.). I will determine how to resolve the technical issue based on their advice, University policy, applicable law, and my experience.

EUID ACCESS AND PASSWORDS:

Enterprise User Identification Numbers (EUID's) and passwords are required by the University of North Texas to access this course. It is the student's responsibility to maintain a current EUID number and password. You may reset your password at https://ams.unt.edu/acctreq.php.

CLASS STRUCTURE

This course meets 100% on-line and utilizes online tools and resources through Canvas. It is the student's responsibility to show up and participate, as well as be able to access, and appropriately use, online materials assigned in the course schedule provided in the syllabus.

Students are expected to read all the assigned materials on time, per the course calendar in the syllabus. Lecture notes and other materials posted online are not a substitute for thorough reading of the chapter or assigned materials. Additional material, which may include video segments or articles, may be assigned from time to time. Often, this material will reflect content that is newly identified as relevant to the course and is therefore not specified on the syllabus.

Students are expected to be logged-in to the Canvas website on a weekly basis at minimum to engage with others, complete assignments, and review the posted material.

Assignments and Grading

Discussion Boards

Students will make meaningful and reflective weekly posts to the course site in Canvas regarding their experience that week. These posts will be responses to prompts that focus on insights gained from reading the material, class dialogue, or exposure to concepts.

Reading Concept Quizzes

There will be short quizzes on a weekly basis that cover concepts from the week's assigned material. These are based largely on recall of definitions for key terms and concepts. These are simple and straight forward exercises meant to promote basic understanding of course topics and promote accountability to staying on track with reading assignments.

Organizational Case Studies

There will be organizational case study opportunities throughout the semester according to the course calendar. Students will be presented with a scenario from an organization and tasked to answer questions related to identifying the problem, considering various courses of action, and recommending a strategy for addressing the issue that demonstrates competency of the material covered in class. Instructions and prompts relative to nature of each assignment will be given out at that time.

Exams

There will be four exams scheduled during the semester according to the course calendar at the end of the syllabus. The last exam (our final) is not comprehensive. All material posted online, assigned textbook readings, and videos are covered on the exams. **Exams are not open book or open note; no outside assistance is allowed**.

Research Participation/SONA Participation

Part of your grade in the course is earned through participation in research studies conducted by faculty members of the Ryan College of Business. Full information and details can be found posted in the Canvas course site. Students will have a variety of opportunities to participate in diverse research programs. As part of your learning experience in this course, you will be required to participate in research studies to gain experience with the research process and learn about methods and scaling techniques. Your participation in these research studies will make up 100 points of your final class grade. Students will need to create a SONA account (don't try before week two of the semester as it takes a while to get the sections set up each semester) by going to: unt-cob.sona-systems.com Once you create an account (Be sure to select the correct class section!) you can browse and sign up for available studies. The amount of credit assigned is based on the length of time the study takes to complete: See the course schedule for the deadline.

If you have questions on accessing the surveys, please contact the behavioral lab manager by em ail at RCoBRep@unt.edu and copy me (aprilk@unt.edu). Your questions will be addressed promptly.

Research Participation (100 points). As part of your learning experience in this course, you will be required to participate in research studies to gain experience with the research process and learn about methods and scaling techniques. Your participation in these research studies will make up **10%** of your final class grade.

To fulfil the requirement, you **must** create an account on the **College of Business REP** webpage—**unt-cob.sona-systems.com**—which allows you to browse and sign up for available studies. **DO NOT** sign up for the SONA in the

Psychology Department! Use the **CoB SONA** link provided above.

The amount of credit assigned is based on the length of time the study takes to complete and whether you participate online or in-person in the COB behavioral Lab (BLB 279):

Online Studies
- <15 minute studies = 1 credit
- 15-30 minute studies = 2 credits
- >30 minute studies = 3 credits

In-Person Lab Studies (Behavioral Lab - BLB 279)
- <15 minute studies = 3 credit
- 15-30 minute studies = 4 credits
- >30 minute studies = 5 credits

To fulfill the 10% course requirement, you must earn a total of **10 REP credits** throughout the semester (i.e., 1 credit = 1 percent of your final grade). All credits earned will be added to your final course grade at the end of the semester. Additional extra credit points may be available at my discretion.

➔ To sign up, please visit **unt-cob.sona-systems.com**. If you have questions, DO NOT contact me. Instead, contact the SONA managers via email at RCoBRep@unt.edu. Your questions will be addressed promptly, usually within 24 hours.

Please Note:
1) Don't wait! Create your account ASAP! Get first access to available studies.
2) Assign your credits to the proper course. This course is: MGMT 3720.404
3) If you have another course that also requires SONA credits, you must complete those credits separately. On the main SONA account page, you can assign your completed credits to specific courses (of your choice). You have up to November 27th to adjust these credits!
4) If you do not want to participate in the posted studies, you can complete a 2-page research article critique for 2 points of REP credit each. To do so, please email RCoBRep@unt.edu and they will assign you an article to critique. Critiques are due on or before November 16th.

Important Deadlines!
November 27, 5:00 PM – Last day to participate in SONA for Fall semester. You will have one week from this date to adjust your final credits assigned to particular classes in SONA. On December 7th, final scores will be distributed to instructors and cannot be changed after that point.

Grading:

Assignment	Points
Weekly Insights (12 @ 15 points)	180
Concept Quizzes (12 @ 10 points)	120
Organizational Case Studies (2 @ 100 points)	200
Exams (4 @ 100 points)	400
SONA Research Participation	100
Total Points	**1000**

Grades are based on the points earned during the course according to this scale:

A. = 900 – 1000 points

B. = 800 – 899 points

C. = 700 – 799 points

D. = 600 – 699 points

F. = Below 600 points

The Instructor reserves the right to make changes to this syllabus if needed. Notices will be delivered electronically in advance of changes being made.

Note: You are responsible for all announcements made through Canvas. Changes in the syllabus, assignments, etc. are possible and will be made at my discretion.
No make-ups will be granted for missed or late individual assignments, discussion postings, a group project, quizzes and assessments, or exams.

SUNDOWN RULE:

You have **one (1) week (from the date the grade is released)** to inquire about your grade on an exam, quiz, video, or any other assignment. The exception to this is Exam 3 and your Final Letter Grade when inquires need to be taken care of as soon as possible before I submit grades to the Registrar. The purpose is to resolve any issue during the term and not wait until the last week of the term. **Check your grades every week!**

ACADEMIC INTEGRITY

According to UNT Policy 06.003, Student Academic Integrity, (https://policy.unt.edu/policy/06-003) academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. All violations of the Student Academic Integrity policy will be reported. Usage of cell phones, iPhones, cameras, or any other electronic device is not allowed during a test; nor is talking to other students, soliciting or giving help. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates. The course will utilize TurnItIn as a plagiarism checker.

CHOSEN NAMES & PRONOUNS

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name, below is a list of resources for updating your chosen name at UNT.

- UNT Records
- UNT ID Card
- UNT Email Address
- Legal Name

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you or reference you in conversation. You can add your pronouns to your Canvas account so that they follow your name when posting to discussion boards, submitting assignments, etc.

COLLEGE EMERGENCY EVACUATION PROCEDURES:

Severe Weather: In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

Bomb Threat/Fire: In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts.

Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

COURSE EVALUATIONS:

This semester, UNT will administer course evaluations online (the "SPOT" – Student Evaluation of Teaching). The evaluations are used to evaluate faculty performance and provide guidance on what can be improved (also tell us what you like!). These are very important to me as you are the reason I'm here. I truly value your feedback and very much appreciate you taking the time to complete the evaluations which will be administered towards the end of the semester. You will be notified on Canvas and via your UNT email once the evaluations open.

DISABILITY ACCOMMODATION:

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided to me within the first week of the semester. Note that students must obtain a new letter of accommodation for every semester. For additional information see the ODA website at http://disability.unt.edu.

DROPPING THE COURSE:

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: http://www.unt.edu/catalog/. With regards to dropping the course, you will need to go to the following link: https://registrar.unt.edu/ registration/dropping-class and click on Request to Drop Class form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building – room 207.

DUE DATES & ATTENDANCE:

Students will be expected to attend class regularly and participate in class dialogue. Any absence from class should be discussed with me in advance or as soon as possible after the absence occurs. University policy states the conditions and remedies for school and personal related absences. These include, but are not limited to University sanctioned activities, illness, civic duty, military service, caregiver leave, and religious observances (to include funerals). To treat everyone equally, verified absences are resolved through the Dean of Students Office. Please inform me of the situation and we can discuss on a case by case basis. I will take attendance when deemed necessary; if I believe that class participation/attendance is severe enough to interfere with the learning experience I will arrange individual consultation with the student. **No late work is accepted outside of reasons governed by University policy.**

EMERGENCY ALERTS:

The University of North Texas has an emergency Notification System, Eagle Alert (https://www.unt.edu/eaglealert/), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The university's radio station, KNTU 88.1 FM and website http://www.unt.edu, will provide updated information during an emergency situation.

PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual

harassment sexual assault, domestic violence, dating violence, and stalking. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

RETENTION OF STUDENT RECORDS

Student records pertaining to this course are maintained in a secure location by the instructor of record of the course and are kept for at least one calendar year after course completion. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

STUDENT BEHAVIOR:

Act professionally and respectful at all times. Student behavior that interferes with an instructor's ability to conduct a class, or other students' opportunity to learn, is unacceptable, disruptive, and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior may be referred to the Dean of Students to review whether the student's conduct violated the Code of Student Conduct. The Code of Student Conduct can be found at https://conduct.unt.edu. Any person who believes that a violation of University policy has been committed by a student can go to https://report.unt.edu and report the allegation.

STUDENT SERVICES & ACADEMIC SUPPORT

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- UNT Care Team (https://studentaffairs.unt.edu/care)
- UNT Psychiatric Services (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- Individual Counseling (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

Additional Student Support Services

- Registrar (https://registrar.unt.edu/registration)
- Financial Aid (https://financialaid.unt.edu/)
- Student Legal Services (https://studentaffairs.unt.edu/student-legal-services)
- Career Center (https://studentaffairs.unt.edu/career-center)
- Multicultural Center (https://edo.unt.edu/multicultural-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- Pride Alliance (https://edo.unt.edu/pridealliance)
- UNT Food Pantry (https://deanofstudents.unt.edu/resources/food-pantry)

Academic Support Services

- Academic Resource Center (https://clear.unt.edu/canvas/student-resources)
- Academic Success Center (https://success.unt.edu/asc)
- UNT Libraries (https://library.unt.edu/)
- Writing Lab (http://writingcenter.unt.edu/)

Tentative Course Schedule

The following schedule provides guidelines for the topics to be covered in class. Depending on circumstances, we may deviate from the schedule occasionally. If such changes occur, they will be announced through Canvas.

Week	Due Date (11:59 PM)	Topics	Assignments Due Date (11:59 PM)
	August 16	Class Overview	• Review the Syllabus • View the Course Introduction • Obtain course textbook (online or purchase hard copy)
Week 1	August 23	Introduction to Organizational Behavior	• Complete reading assignments for Week 1 The following assignments are DUE by 11:59 pm • Academic Integrity Quiz • Week 1 Quiz • Week 1 Discussion Board
Week 2	August 30	Organizational Theory	• Complete reading assignments for Week 2 The following assignments are DUE at 11:59pm: • Week 2 Quiz • Week 2 Discussion Board
Week 3	September 6	Organizational Design & Culture	• Complete reading assignments for Week 3 The following assignments are DUE at 11:59pm: • Week 3 Quiz • Week 3 Discussion Board
Week 4	September 13	Exam #1 (Material from Week 1-3)	• Exam #1: Available via Canvas from 12:01am-11:59pm
Week 5	September 20	Groups, Teams, and Social Processes	• Complete reading assignments for Week 5 The following assignments are DUE at 11:59pm: • Week 5 Quiz • Week 5 Discussion Board
Week 6	September 27	Diversity, Equity, and Inclusion in Organizations	• Complete reading assignments for Week 6 The following assignments are DUE at 11:59pm: • Week 6 Quiz • Week 6 Discussion Board
Week 7	October 4	Personalities and Individual Characteristics	• Complete reading assignments for Week 7 The following assignments are DUE at 11:59pm: • Week 7 Quiz • Week 7 Discussion Board • Organizational Case Study #1
Week 8	October 11	Exam #2 (Material from Week 5-7)	• Exam #2: Available via Canvas from 12:01am-11:59pm
Week 9	October 18	Individual Decision Making in Organizational Contexts	• Complete reading assignments for Week 9 The following assignments are DUE at 11:59pm: • Week 9 Quiz • Week 9 Discussion Board
Week 10	October 25	Emotions in Organizational Life	• Complete reading assignments for Week 10 The following assignments are DUE at 11:59pm: • Week 10 Quiz • Week 10 Discussion Board • Organizational Case Study #2
Week 11	November 1	Motivational Strategies in Organizational Life	• Complete reading assignments for Week 11 The following assignments are DUE at 11:59pm: • Week 11 Quiz • Week 11Discussion Board • **End of Topic Quiz (Required for Exam 3 to count)**
Week 12	November 8	Exam #3 (Material from Week 9-11)	• Exam #3: Available via Canvas from 12:01am-11:59pm
Week 13	November 15	Leading Others in Organizations	Complete reading assignments for Week 13 The following assignments are DUE at 11:59pm: • Week 13 Quiz • Week 13 Discussion Board

The Instructor reserves the right to make changes to this syllabus if needed. Notices will be delivered electronically in advance of changes being made.

Week 14	November 22	Power and Influence in Organizations Conflict and Negotiations	Complete reading assignments for Week 14 The following assignments are DUE at 11:59pm: • Week 14 Quiz • Week 14 Discussion Board Complete reading assignments for Week 15 The following assignments are DUE at 11:59pm: • Week 15 Quiz • Week 15 Discussion Board SONA Participation DUE-November 27 **End of Topic Quiz (Required for Exam 4 to count)**
	November 29	**Thanksgiving Break**	
Week 15	December 6	Exam #4 (Material from Week 13-15)	• Exam #4: Available via Canvas from 12:01am-11:59pm

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