

University of North Texas
G. Brint Ryan College of Business
MGMT 3720—Organizational Behavior | Section 502 (Fall 2025 Hybrid)
Monday 5:00pm – 6:20pm Frisco Landing 360

Course Syllabus

Professor: Dr. David Swanagon, Ed.D., SPHR, Chief Editor – [The Machine Leadership Journal](https://www.linkedin.com/in/davidswanagon/)
David.Swanagon@unt.edu (or Canvas messenger system)
<https://www.linkedin.com/in/davidswanagon/>

Required Text: Organizational Behavior, published by OpenStax® accessible at:
<https://openstax.org/details/books/organizational-behavior>

Course Overview:

This course focuses on 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 are reviewed.

- Understand the foundations of individual behavior and their relation to group behavior.
- Identify the processes that give rise to organizational culture.
- Evaluate the importance of diversity in organizations.
- Identify the role of personality and perception in organizational behavior.
- Analyze individual and group processes relative decision-making and problem solving.
- Identify the role and function of groups and teams in organizations.
- Utilize conflict management tools in organizational environments.
- Understand psychological elements underlying motivation.
- Evaluate the role of influence tactics and politics in organizations.
- Identify different styles of leadership in organizations based on management practices.
- Understand the practical uses of different leadership theories in organizational operations.
- Assess the connections between organizational culture and organizational performance.

Grading Rubric:

Assignments	Count	Type	Weight	Points
Discussion Posts + In-Class Debates	10	Individual	15%	150
Weekly Concept Quizzes	10	Individual	10%	100
Exams	4	Individual	40%	400
Research Participation	5 Credits	Individual	5%	50
Organizational Case Study	3	Teams	30%	300
<i>Bonus: Exam Debrief Analysis</i>	<i>Optional</i>	<i>Individual</i>	<i>5 points per exam</i>	

Total	100%	1,000
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Grading Distribution

A = 900-1000	B = 800-899	Points	C = 700-799	Points	D = 600-699	F = Below 600
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Assignments

Week	Reading	In-Person	Assignments
WK 1	Chapter 1	Aug 18	Discussion Post + In-Class Debate Quiz 1
WK 2	Chapter 4 and 11	Aug 25	Discussion Post + In-Class Debate Quiz 2
No Class – Labor Day			
WK 3	Chapter 15 & 16	Sep 8	Discussion Post + In-Class Debate Quiz 3
WK 4	EXAM 1 (Remote)	Sep 15	Chapters to Date
WK 5	Chapter 5	Sep 22	Discussion Post + In-Class Debate Quiz 4 Case Study 1 Due on Sep 28 <i>Optional: Post-Exam Debrief</i>
WK 6	Chapter 2	Sep 29	Discussion Post Quiz 5 Case Study 1 Presentations
WK 7	Chapter 9 and 10	Oct 6	Discussion Post + In-Class Debate Quiz 6
WK 8	EXAM 2 (Remote)	Oct 13	Chapters to Date
WK 9	Chapters 3 & 6	Oct 20	Discussion Post + In-Class Debate Quiz 7 <i>Optional: Exam Debrief</i>
WK 10	Chapters 6 and 18 Org Case Study	Oct 27	Discussion Post Quiz 8 Case Study 2 Due on Nov 2
WK 11	Chapters 7 & 8	Nov 3	Discussion Post Quiz 9 Case Study 2 Presentations
WK 12	EXAM 3 (Remote)	Nov 10	Chapters to Date
WK 13	Chapter 12	Nov 17	Discussion Post + In-Class Debate Quiz 10 <i>Optional: Exam Debrief</i>
No Class – Thanksgiving Break			
WK 14	Chapter 13 and 14	Dec 1	Discussion Post + In-Class Debate Quiz 11/12
WK 15	EXAM 4 (Remote) SONA Research <i>Optional: Exam Debrief</i>	Dec 8	Chapters to Date Case Study 3 Due on Dec 7 Case Study 3 Presentations on Dec 8 (5) SONA research credits should be completed <i>Optional: Exam Debrief</i>

Note 1: Extra credit is only available for missed questions. A perfect exam score is not eligible.

Note 2: Two lowest quiz scores are dropped from the final grade.

The Instructor reserves the right to make changes to this syllabus if needed. Notices will be delivered through Canvas.

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Assignment Detail

- **Discussion Posts:** students will respond to each week's discussion prompt. This includes posting an initial reply, while participating in the 'live' in-class debates. To receive full credit, students are expected to submit quality posts that apply the learning concepts, include at least (1) external academic reference, and utilize APA citation guidelines. **Please note, the 'live' in-class debates are structured in a way that fosters critical analysis. Students will engage multiple sides of the issue, practice divergent thinking, and develop solutions that align with concepts from the textbook.**

The grading criteria for each weekly discussion post is listed below:

- Student submits a robust initial response with 1 external APA reference 50%
 - Student actively participates in 'live' in-class debates 50%
- **Weekly Concept Quizzes:** students will complete (10) quizzes during the course. Each quiz covers the weekly learning material and consists of approximately 10 questions.
- **Exams:** students will complete (4) exams during the course. Each exam will cover four weeks of material and consist of multiple-choice questions. **Multiple attempts will not be offered.**
- **Post Exam Debrief Analysis (Bonus Points):** After each exam, students may submit a reflection paper that analyzes the question(s) that were missed and provides an explanation for the correct answer. The purpose of this exercise is to address any learning gaps. To receive full credit, students are required to analyze each question that was missed. This includes providing a response that has the same breadth, depth, and quality as the weekly discussion posts. A maximum of 5 points is available for each debrief paper that is submitted. **THIS IS AN OPTIONAL ASSIGNMENT.**
- **Research Participation:** 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 **5%** 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**

In-Person Lab Studies (Behavioral Lab - BLB 279)

<15 minute studies = 1 credit

<15 minute studies = 3 credit

15-30 minute studies = 2 credits

15-30 minute studies = 4 credits

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>30 minute studies = 3 credits

>30 minute studies = 5 credits

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) Access the studies early and often to make sure you have first access to available studies. Once you sign up, the lab manager will update you periodically about newly posted studies.
- 2) Make sure you assign your credits to the correct course. This course is: MGMT 3720, Section 502.
- 3) If you do not want to participate in the posted studies, you can complete a 2-page research article critique for 2.5 points of REP credit each. To do so, please email RCoBRep@unt.edu and they will assign you an article to critique.

Deadlines for Participation

Last day to participate in SONA for this class: November 28th, 5:00 PM.

- **Organizational Case Studies:** 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 this assignment will be listed on Canvas. **This is a group assignment. The instructor will automatically assign students to teams at the start of the semester. Students will submit a paper and prepare a presentation to deliver in class.**

***Team Contribution:** students are encouraged to email the professor if a particular student is not actively participating in the group project. The professor will address the matter with the individual student, while keeping the details of the notification confidential. **The goal is to ensure that each student participates in a meaningful way in the group projects.** If there is a disagreement on participation, please handle the situation professionally and escalate (if needed) to the professor.*

Generative AI:

Students in this course are not permitted use of generative AI technology to assist in completing assignments except where specifically noted in the assignment directions or unless otherwise directed to do so by the Instructor. Students found to be using generative AI technology in an unauthorized way may be subject to academic integrity processes under UNT Policy 06.003 Student Academic Integrity.

Canvas & Technology:

- You can access the course at <https://unt.instructure.com>

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University of North Texas

G. Brint Ryan College of Business

MGMT 3720—Organizational Behavior | Section 502 (Fall 2025 Hybrid)

Monday 5:00pm – 6:20pm Frisco Landing 360

- 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 virtually utilizing 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. This course fulfills the requirements associated with residency for an F-1 visa for international students.

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

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G. Brint Ryan College of Business

MGMT 3720—Organizational Behavior | Section 502 (Fall 2025 Hybrid)

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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: 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. 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/>. **Please note that August 29, 2025 is the last day for a student to drop a course.** 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

University of North Texas

G. Brint Ryan College of Business

MGMT 3720—Organizational Behavior | Section 502 (Fall 2025 Hybrid)

Monday 5:00pm – 6:20pm Frisco Landing 360

form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building – room 207. Please see the fall [2025 calendar](#).

DUE DATES & ATTENDANCE: Students will be expected to complete assignments promptly. Any missed assignments 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. 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.

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 always. 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

University of North Texas

G. Brint Ryan College of Business

MGMT 3720—Organizational Behavior | Section 502 (Fall 2025 Hybrid)

Monday 5:00pm – 6:20pm Frisco Landing 360

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) (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (<https://studentaffairs.unt.edu/care>)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Additional Student Support Services

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

Academic Support Services

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