

MGMT 5140.001/026 ORGANIZATIONAL BEHAVIOR***
ONLINE
Summer 1, 2021
June 1 to July 2

“Continuous improvement is better than delayed perfection.” Mark Twain

“You can’t push people to reach their potential. You can choose to leave the door open for them, but they must walk through.” John C. Maxwell

Instructor: Dr. Joan C. Hubbard

E-mail: joan.hubbard@unt.edu

Office Hours: By ZOOM appointment or email

Note: *The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with a disability. If you have an established disability as defined in the Americans with Disabilities Act and would like to request accommodation, please see me as soon as possible. My office hours and office number are shown on this syllabus. University policy requires that students notify their instructor within the first week of class that an accommodation will be needed.*

CANVAS is committed to making certain that online courses are open and accessible to people with disabilities. As a result, CANVAS complies with Section 508 of the US Rehabilitation Act of 1973, enabling people with disabilities and using assistive technologies, such as screen readers, to fully use the software. CANVAS has worked with the Adaptive Technology Resource Centre (ATRC) at the University of Toronto on compliance requirements.

In a hybrid (blended) course, the class will meet face-to-face part of the time while using an online learning environment for completing other course activities and assignments. additional assignments are posted online for additional lecture material.

PLEASE REFER TO MY.UNT.EDU FOR IMPORTANT DATES.

Course Objectives

1. To identify human behavior in organizations at the individual and group level including the topics of international organizational behavior, research methods,

individual differences, perception, attribution, motivation, leadership, communication, decision-making and performance, and stress.

2. To describe key qualities and characteristics of leadership.
3. To recall research on selected topics in organizational behavior.
4. To articulate and discuss emerging issues in organizational behavior.
5. To explain organizational effectiveness in terms of culture, structure, and change.

Required Text

ORGANIZATIONAL BEHAVIOR: IMPROVING PERFORMANCE AND COMMITMENT IN THE WORKPLACE (7th edition) by Colquitt, LePine, and Wesson.. Published by McGraw-Hill Education. 2021. ISBN: 978—1-260-51121-5

CONNECT access is required for this class.

Course Policies and Procedures

Please refer to the syllabus, the bulletin board, and the calendar for specific information about this class. If you have questions, please e-mail me (joan.hubbard@unt.edu). I will post your question and my answer on the bulletin board for you and the rest of the class to read. I don't access messages sent via CANVAS.

Online Testing. *Because of your scheduling challenges, transportation issues, and other personal situations, I have chosen to administer all chapter quizzes and exams online through CANVAS. That way, you can take the exams more conveniently, without having to drive to campus on that night. (If you have internet issues, you will need to send me a screen shot so I can determine whether or not to reset your exam or quiz.)*

To make things easier for all of us, all of the assignments, quizzes and exams open at 6:00 a.m. and close at 10:00 p.m.

I will also include questions on the major exams that relate to the lecture and to additional media readings/videos..

Assignments/Activities: Assignments/Activities are intended to help students actively process (e.g., analyze, synthesize, and evaluate) chapter content.

Introduce Yourself: To kick off the semester, all students will introduce themselves. (See tab under Modules) Be sure to include such information as your name, your major, your projected graduation date, your career goals, your hobbies, etc. Do **NOT** include

anything of a personal nature. Try making this *interesting* rather than giving only facts. If you want, you can interface with fellow students in this area.

Questions for Discussion: Part of an effective class is the synergy created with peers discussing course topics. Your assignments require that you participate in online discussions. Our course calls these participation/discussions: Questions for Discussion (QFD). Our QFD online discussions require you to post an Original Response to all of the question(s) I have posted as part of online chapter assignments, and you must Reply to one of the answers a classmate (i.e. peer) has posted. As part of your course grade, you are required to post at least 5 Original and 5 Reply postings on the discussion area of CANVAS. All QFD postings are time-sensitive as indicated in the syllabus. No discussion credit will be given if you do not post timely responses to the QFDs. No partial credit -- you must make both posts and answer all questions to receive credit for the week's QFDs. Discussion credit (points) will be assigned as quickly as possible following the close of a discussion. Discussion Forums are intended to promote discussion between and among students.

To respond, simply click on REPLY to my discussion question(s) and enter your answer. Do not create a new Discussion thread. You will use the same "click on REPLY" in replying to a class-mate's post. Please address the person to whom you are replying so we all know whose post you are commenting on. (For example—Hello Nancy) New threads are started when you hit "Compose [New] Discussion Message" and change the Subject Line. **DO NOT START A NEW DISCUSSION THREAD (BY COMPOSING A NEW MESSAGE) WITHIN A DISCUSSION FORUM - REPLY ONLY TO MY OR SOMEONE ELSE'S POST(S).**

REMEMBER THAT IT TAKES 2 POSTED RESPONSES TO RECEIVE FULL CREDIT. IF YOU REPLY TO MY DISCUSSION QUESTION(S) BUT DO NOT POST A RESPONSE TO YOUR ONE OF CLASSMATE'S POSTS BY THE TIME STATED IN THE SYLLABUS, YOU WILL RECEIVE A ZERO FOR THAT ASSIGNMENT. All responses to my original post must contain a minimum of 125 words each; responses to a class member's response must contain a minimum of 100 words. Anything less than this will not receive any credit. Your responses should be much the same as if you were in a traditional classroom situation. Substitutive material only! (Put your word count at the end of each post, with the specification that your post is either an ORIGINAL or a RESPONSE.)

Public Discussion replies from me in our QFDs are unusual. A QFD reply post from me will be rare simply because of the volume involved. I do READ AND EVALUATE EVERY POST. I often comment on posts, but I will let you know PRIVATELY if you are not on the right track.

I suggest that you save all messages/mail/posts until the end of the course. I do so I can prove what was/was not sent/received during the semester.

Although discussion posts are not accepted after specific dates and times, grades will NOT be posted until I read, evaluate & process all posts. This will usually be a couple of days following the close of discussion. In other words, there is not an immediate return of QFD evaluation/grades as there is with exams.

NOTE: See schedule at the end of the syllabus. All assignments are due on the date listed in the syllabus. Please read carefully your assignment instructions in each course module and refer to the CANVAS calendar for specific dates. No assignments will be accepted or graded after the due time and date. This is a very good reason for you to develop and practice good time management skills! Further, it is strongly advised that you do not wait until the last minute to post your discussions. Technology doesn't always work when you want/need it to!

CONNECT Assignments: Connect is a homework designed to enhance engagement and learning. SmartBook, the adaptive reading experience, helps students breakdown the content into manageable pieces then asks questions to ensure understanding. Each student has his or her own path through the content based on what they know and what they don't. Those who engage with Connect have seen an increase in their overall grade and a boost in their confidence. You will be assigned 12 CONNECT exercises. You will find information on CANVAS and at the end of this syllabus that will help you with registration process for CONNECT.

Quizzes and Exams

To ensure that you have read this document (the syllabus), you will take a **syllabus quiz** (under the Introduction tab in your modules section). It has 10 questions and is worth 10 points. You will have 10 minutes to complete this quiz.

Each **online chapter quiz** will consist of 5 multiple choice or true/false questions from textbook material. You will have 10 minutes to complete each quiz. No allowances will be made for a missed chapter quiz. If you miss it, you will be assigned a zero.

Two (2) timed exams will be administered online on the dates, at the times, and having the coverage and format indicated in the class schedule. Complete the exams without the help of anyone else. Each exam will consist of 50 multiple choice questions, and you will have 60 minutes to complete the exam. **THERE IS NO PROVISION FOR MAKING UP A MISSED EXAM AND NO EXAM WILL BE GIVEN AT A TIME DIFFERENT THAN THAT PROVIDED IN THE COURSE SYLLABUS, SO PLAN ACCORDINGLY.**

Availability. Exams will be available during (and only during) the time outlined in the Course Syllabus. Failure to take an exam during the scheduled availability period will result in your receiving a zero on the exam.

You can start your exam anytime in the "availability window" and still have the budgeted time to complete. If you have problems connecting or accessing your exam, contact the **CANVAS/Learn Student Help Desk** for immediate help.

After you are connected and started your exam during the availability window and have problems, **YOU MUST EMAIL ME IMMEDIATELY. Do not leave your testing area. I will get back to you with help.** IF YOU DO NOT ACCESS YOUR EXAM DURING THE WINDOW, I cannot help you. You have missed your exam. Do not wait until the last minute to assess your exam; you might miss the window and I cannot help you.

If you have a problem after accessing an exam, you will need to send me a screen shot of what you see. **I strongly suggest that you start at the earliest available time to assure you can get into the exam during the availability window.**

Duration, Beginning, Finishing. The maximum time allowed for an exam is 60 minutes. No answer will be allowed after this time allocation has expired. Only one (1) exam attempt is allowed. Your completion time is measured from when you click "Begin Assessment" to when you click "Finish". Again, your 60 minutes begins when you click **BEGIN ASSESSMENT**. Once time has expired, you will not be able to save any more answers.

New Browser Window/Loading. The *quiz screen* will appear in a new browser window. Please allow the quiz to load completely before attempting to do anything else.

Exam Instructions. Read all exam instructions carefully! Among other directions, the exam Instructions will read: "Please read each question carefully. You can return to any question to change the answer. To do so, you will need to select the radio button associated with the question # on the right side of your screen to view the question and change the answer. You can change your answers before you submit your exam, but not after. You can revisit each question by clicking on the buttons on the right side of your exam."

Question Delivery. The questions will be delivered one question at a time. Any question can be revisited during the time limit. The questions may be answered in any order. If you wish, you may revisit questions after you have answered them.

Exam Scores Not Immediately Released. *Exam score will NOT be released until (1) the availability period has ended, and (2) all questions have been graded, Further, the posting of exam grades under your "MyGrades" icon may vary from one (1) hour after availability ends to no later than 24 hours following the exam.*

What action do you take when you are ready to start an Exam? Click on the Assessment word shown on the toolbar from your course's Home Page. When you are ready to start, you will click on Begin Assessment shown below the summary

information. You will proceed to answer each question and Save by clicking on the word, Save. After you have answered all the questions, you must click on the word, Finish. You will be prompted by a question “if you are sure you wish to submit” your quiz/exam.

Answering questions. To save your answer to a question, click Save answer. This will ensure that any work you have done is not lost in the event of any technical problems (see Troubleshooting below). This also allows you to revisit questions and make changes.

Submitting the exam for grading. To submit the exam for grading, click Finish. A confirmation message appears. Click OK. The Quizzes and Surveys screen appears. You must click OK for your exam to be submitted for grading.

Troubleshooting. Enable JavaScript and TURN POPUP BLOCKERS OFF BEFORE YOU BEGIN THE EXAM. Since questions open in a new window (popup) YOU WILL NOT BE ABLE TO SEE THE EXAM OR QUESTIONS IF POPUP BLOCKERS ARE ENABLED. Set your browser to check for newer versions of pages every time. CANVAS/Vista Student Help Desk personnel will help you with your JavaScript and Popup Blockers if you will call while you are ‘in front of your computer’. Again, if you take the exams from your personal, home, or office computer, you are responsible for the software, service provider connections.


Study Tips. You must be **prepared** for Exams to do well on them. Try to answer as many questions as possible WITHOUT referring to the book or your notes. I DOUBT THAT YOU WILL HAVE TIME TO EFFECTIVELY "LOOK UP" THE ANSWER TO MORE THAN 1-2 QUESTIONS -- you simply will not have time to do so. Said another way, you must know the material well enough to answer the question the first time around without going to the book if you are going to complete the exam within the time limit. It goes without saying that you should have complete peace and quiet as you take your exam.

Good Luck!!

Please consider this class as your “job” when it comes to assignments, quizzes, exams, and projects and the due dates/times. I know you have a personal life, but what would your boss say or do if you asked for an extension on a project because you had a flat tire on the way home or your grandmother was in the hospital, so you couldn’t complete the assignment on time? You’ve had several weeks to complete the assignment, so I doubt if your boss will be very sympathetic. Neither will I. I feel I give you ample time to complete all assignments IF you practice effective time management. Remember— this is summer school!!!!

TECHNICAL ISSUES WITH CANVAS:

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation.

Please immediately report *all* CANVAS problems to the helpdesk. (This resource can be found on the left side of your CANVAS screen—look for the question mark. 

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, and my experience.

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

Website: <https://it.unt.edu/helpdesk>

Email: helpdesk@unt.edu

Number: 940-565-2324

Spring 2021 Hours:

Monday–Thursday: 8 a.m. - 9 p.m.

Friday: 8 a.m. - 5 p.m.

Saturday–Sunday: 11 a.m. - 3 p.m.

Walk-in Hours (Sage Hall, Room 330):

Monday–Friday: 8 a.m.- 5 p.m.

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>

EVENT TIMING:

All times stated in this course will conform to **US Central Standard Time (CST)** and Texas state daylight savings time adjustments.

STRUCTURE:

There are more than 60 students enrolled in this on-line section of MGMT 5140. My goal is to provide a high level of customer service so that you are not alone in cyber space. If you need assistance with anything related to this course, you should e-mail me at joan.hubbard@unt.edu

Lessons in the course will be conducted using the textbook and modules on CANVAS (includes Power Points, Articles, and Videos), and exams are based on all of these. Supporting videos and articles will deal with issues related to management issues. Recognize that each video/article is simply a record of an issue, which has been faced by business executives. It is not to be construed as portraying either correct or incorrect behaviors. Instead, these articles/cases contain the facts, opinions and prejudices upon which executive decisions have been made. As such, they will provide the basis for in-depth examination of particular concepts. (Make sure you watch the linked videos in the powerpoint LECTURES!!!!!!)

NOTE: Any photographs included in the CANVAS modules have been taken by me and are not copyright protected.

For this method of instruction to work effectively, *you must have read, viewed and thought about all assigned material.* A good rule of thumb is to spend as much time analysing and preparing the material as you do reading it. Although the structure of the course provides flexibility for students, please note that the course is NOT self-paced. It has a set schedule of weekly assignments and deadlines that must be met. In addition, it has a standardized process that must be followed and it has scheduled times and defined availability windows for taking exams.

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis 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 will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.

- Speak from personal experiences. Use “I” statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual’s experiences.
- Use your critical thinking skills to challenge other people’s ideas, instead of attacking individuals.
- Avoid using all caps while communicating digitally. This may be interpreted as “YELLING!”
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using “text-talk” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (https://clear.unt.edu/online-communication-tips) for more information.

EAGLE CONNECT ACCOUNTS:

All students should activate and regularly check their EagleConnect (e-mail) account. EagleConnect is used for official communication from the University to students and this will be the account I contact you at since we are NOT using messages on CANVAS. For information about EagleConnect, including how to activate an account and how to have EagleConnect forwarded to another e-mail address, visit: <https://eagleconnect.unt.edu/>

ANNOUNCEMENTS:

I will share quick news and course updates with the class using Announcements in CANVAS. Announcements can be accessed via the left hand navigation menu. It is your responsibility to check Announcements every day.

REQUESTS FOR ALTERNATIVE TESTING TIMES:

Assignments (other than exams) are available from the first day of class. Therefore, I do not allow make-up assignments OR alternative assignment due dates as there is adequate time to complete the assignments. Plan accordingly and make sure you complete the assignments before the deadlines.

Exams are available for 24 hours. Therefore, I do not anticipate scheduling issues, but if you have a conflict, you **MUST** contact me **prior to the exam** and the request must comply with University policy. In addition, the request needs to be submitted as early as possible, but no later than 48 hours before the exam. Forward your request to me at joan.hubbard@unt.edu with the words “MGMT 5140 Exam Conflict” in the subject line, and include your name, student ID number, and detailed reason for request (and class schedule for alternate final time).

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 4 and your Final Letter Grade when inquiries 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!**

DROPPING THE COURSE:

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: To drop the course, please contact the Department of Management at 940.565.3140. Be prepared to provide them with the course number, your full name, and student ID number. They may be able to assist you over the phone OR if you are on campus, you may go by the Department of Management which is located in the G. Brint Ryan College of Business– room 207.

USE OF PERSONAL COMPUTERS & THE CANVAS LEARNING SYSTEM:

The student assumes **ALL** responsibility for the operating condition of personal computers and the functionality of individual Internet connections. Direct Broadband/Hard-Wired (not wireless!!) connections are **HIGHLY RECOMMENDED** for the quiz and exams. ISP issues will be dealt with on an individual basis and will require documentation. CANVAS utilizes pop-up windows to display content. Please modify pop-up blocker software. In addition, your enrollment in this class signifies that you possess basic personal computer skills and have a rudimentary knowledge of CANVAS Learn. **The student assumes ALL responsibility for participating taking exams and completing assignments within the CANVAS Learning System.** For a short tutorial on how to navigate CANVAS, please check out the General Information Folder on the Course Home Page.

PANDEMIC, DISASTER, OR WEATHER CONDITIONS:

The word "Pandemic" refers to health related emergencies as declared by the proper authorities. The word "Disaster" refers to either natural and man-made activities, or states of emergency affecting the population, as declared by the proper authorities. Weather conditions are declared by UNT authorities. We will continue to operate through normal Internet connections. Course timing and due dates adjustments will be made as required. I will contact you via telephone, CANVAS Learn or www.My.Unt email platforms. If you miss an assignment or exam, please refer to the class attendance policy.

STEPS TO FOLLOW IN AN ACTIVE SHOOTER SITUATION from the UNT POLICE DEPARTMENT

•Run:

- *This involves escaping from the danger
- *Consider the location of the shooter before doing so and do not run if it leads to the shooter
- *Always know multiple means of escape (i.e. multiple exits, windows, etc...)
- *If time allows, know your route before evacuating

•Hide:

- *If not in a room, get into one quickly
- *Secure doorways (lock if possible) with heavy duty furniture. Essentially create an obstacle to slow down the shooter
- *Turn off unnecessary lights
- *Avoid being seen through any windows
- *Avoid unnecessary noise
- *Spread out if possible without being easily seen

•Fight:

- *Only do so if your life is in imminent danger
- *Identify/use items that can distract a shooter from easily looking down the sights of their weapon
- *Identify/use make-shift weapons (i.e. scissors, pens, heaving objects, etc.) that can stop the shooter's ability to hurt others. This can include removing the weapon from their control

•When encountering Law Enforcement:

- *Make sure to follow directions given
- *Keep hands empty and clearly visible
- *Do not interfere with officers' movements and avoid officers' blindside.

EMERGENCY ALERTS:

The University of North Texas has an emergency Notification System, [Eagle Connect Alert](#), 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.

COURSE EVALUATIONS (SPOT – Student Perception of Teaching):

This semester, UNT will administer course evaluations. 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; however, *no extra credit is given for completing this evaluation*. An announcement will be posted when this evaluation is available.

ATTENDANCE AND ASSIGNMENTS POLICY:

Students are expected to log into the class for any scheduled ZOOM sessions and to check class announcements, check grades, and complete assignments. For due dates and exam times, please see the Course Schedule in the syllabus. All of you are at the age where life happens and may require time away from class. University policy states the conditions and remedies for school and personal related absences. These include, but are not limited to school sanctioned activities, illness, civic duty, military service, caregiver leave, and religious observances. In order to treat everyone equally under the law (Federal and State), some form of official documentation is required as to why-when-where. This is not intended to be an invasion of privacy, but will allow me to accommodate you during this unusual period of time. Please inform me of the situation and discuss documentation at joan.hubbard@unt.edu

BROADCAST E-MAIL MESSAGES:

Students may not send broadcast e-mail messages (CC: All Students) to the class. Sending messages without permission is a violation of the UNT Student Handbook and the Code of Conduct. Violations will be reported to the Provost and the Office of Student's Rights and Responsibilities. This policy has been enforced when students tried to cheat on online exams.

SCHOLASTIC DISHONESTY POLICY:

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism.

The term "cheating" includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations including e-mail messages and on-line chat tools; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving

problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term “plagiarism” includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)

The incident will be reported to the UNT Office of the Provost and the investigation will follow the outlined "Academic Integrity Process" as referenced at <http://www.vpaa.unt.edu/academic-integrity.htm> . If you have engaged in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

NOTE: I will submit your work to an electronic plagiarism monitoring service such as www.Turnitin.com. Proper action will be taken if significant plagiarism is evident.

OFFICE OF DISABILITY ACCESS:

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course.

You may request reasonable accommodations at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation via email attachment, during faculty office hours, or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the Office of Disability Access website at <https://disability.unt.edu>. You may also contact ODA by phone at (940) 565-4323.

COVID-19 POLICY AND CLASS ATTENDANCE:

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me prior to being absent so I may make a decision about accommodating your request to be excused from class.

If you are experiencing any [symptoms of COVID-19](https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html) (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Class Materials for Remote Instruction

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. Students will need access to a [webcam and microphone – faculty member to include what other basic equipment is needed] to participate in fully remote portions of the class. Additional required classroom materials for remote learning include: [list specific software, supplies, equipment or system requirements needed for the course]. Information on how to be successful in a remote learning environment can be found at <https://online.unt.edu/learn>.

ACCEPTABLE STUDENT BEHAVIOR:

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom (virtual or face-to-face) and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <https://deanofstudents.unt.edu/conduct>

PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION (POLICY 16.004)

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.

SURVIVOR ADVOCACY

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct. Federal laws and UNT policies prohibit discrimination on the basis of sex as well as sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking and/or sexual assault, there are campus resources available to provide support and assistance. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565-2648.

RETENTION OF STUDENT RECORDS

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. 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.

IMPORTANT NEWS FOR F-1 VISA HOLDERS:

For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical

attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].

UNT Compliance: To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, they should contact the UNT International Student Office at 940.565.2195 or InternationalAdvising@unt.edu to get clarification before the one-week deadline.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component *within one week of the start of the course*.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose. F-1 Visa holders will be required to attend weekly scheduled office visits throughout the term.

ACADEMIC SUPPORT & STUDENT SERVICES

Student Support Services

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)

CHOSEN NAMES

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 and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

**UNT eUIDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

PRONOUNS

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you, much like your name, and can be shared with a name when making an introduction, both virtually and in-person. Just as we ask and don't assume someone's name, we should also ask and not assume someone's pronouns.

You can [add your pronouns to your Canvas account](#) so that they follow your name when posting to discussion boards, submitting assignments, etc.

Below is a list of additional resources regarding pronouns and their usage:

- [What are pronouns and why are they important?](#)
- [How do I use pronouns?](#)
- [How do I share my pronouns?](#)
- [How do I ask for another person's pronouns?](#)
- [How do I correct myself or others when the wrong pronoun is used?](#)

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/)

Assignments and Grading Scale

Introduce Yourself—10 points

Syllabus Quiz—10 points

5 Online Questions for Discussion (QFDs) @ 5 pts. (1 response; 1 reply)—25 pts.

15 chapter quizzes @ 5 points—75 pts.

12 CONNECT exercises (points vary for each)—106 pts.

2 exams @ 100 points—200 pts.

GRADING SCALE

414-416 A

369-414 B

323-368 C

277-322 D

Below 276 F

Tentative Schedule for MGMT 5140 Summer 1, 2021***

***Instructor Reserves the Right to Make Changes to this schedule, if necessary

DATE	TOPIC	INSTRUCTIONS, POSTING DEADLINES, AND TEXT READINGS
<p>June 1 to 5</p> <p>Module 1</p>	<p>Course Overview (See syllabus)</p> <p>Chapter 1: Introduction to Organizational Behavior</p> <p>CONNECT CASE ANALYSIS: Flashlights and Pop Tarts</p>	<p>Chapters 1, 2, 3, 4, 6, 8 and 9 quizzes and the syllabus quiz will close on <i>Saturday, June 19 at 10:00 p.m.</i></p> <p><i>Introduce Yourself!</i> Assignment will close on Saturday, June 5 at 10:00 p.m.</p> <p>Part 1 CONNECT exercises will close on <i>Saturday, June 19 at 10:00 p.m.</i></p> <p>Be sure to read/view additional media articles/videos presented for each chapter on CANVAS.</p> <p>NOTE: PLEASE BE AWARE OF CANVAS POSTINGS REGARDING MAINTENANCE.</p>
<p>June 1 to 5</p> <p>Module 2</p>	<p>Chapter 9: Personality and Cultural Values</p> <p>CONNECT VIDEO CASE: Disney Imagineering</p>	<p>QFD 1 due on or before Saturday, June 5 by 10:00 p.m.</p>
<p>June 6-12</p> <p>Module 3</p>	<p>Chapter 2—Job Performance</p> <p>CONNECT CASE ANALYSIS: Performance Appraisals at St. Jude</p>	<p>QFD 2 due on or before Saturday, June 12 by 10:00 p.m.</p>
<p>June 6-12</p> <p>Module 4</p>	<p>Chapter 8—Learning and Decision Making</p> <p>CONNECT VIDEO CASE: Manager’s Hot Seat: Decision Making—A Hurricane of a Choice</p>	<p>Watch ABILENE PARADOX video under this module.</p>

<p>June 13-19</p> <p>Module 5</p>	<p>Chapter 3: Organizational Commitment</p> <p>Chapter 4: Job Satisfaction</p> <p>CONNECT VIDEO CASE: iSeelt! Animated Video: Job Characteristics Model</p>	<p>QFD 3 due by or before Saturday, June 19 by 10:00 p.m.</p>
<p>June 13-19</p> <p>Module 6</p>	<p>Chapter 6: Motivation</p> <p>CONNECT CASE ANALYSIS: High-Pressure Goals at Kraft Heinz</p>	<p>Part 1 CONNECT exercises due by 10:00 p.m. June 19.</p> <p>Chapters 1, 2, 3, 4, 6, 8 and 9 quizzes and the syllabus quiz will close on Saturday, June 19 at 10:00 p.m.</p>
<p>Saturday, June 19 from 11:00 p.m. to 11:00 p.m. Sunday, June 20</p>	<p>EXAM #1: CHAPTERS 1, 2, 3, 4, 6, 8, 9 IN ADDITION TO MEDIA ARTICLES, VIDEOS, LECTURE MATERIAL</p>	<p>EXAM WILL OPEN ON SATURDAY NIGHT, JUNE 19 AT 11:00 pm AND CLOSE ON SUNDAY, JUNE 20 AT 11:00 p.m.</p> <p>Chapters 5, 7, 10, 11, 12, 13, 14, and 16 quizzes will open on Sunday, June 20 at 6:00 a.m. and will close on Thursday, July 1 at 10:00 p.m.</p> <p>Part 2 CONNECT exercises will close on Thursday, July 1 at 10:00 p.m.</p>
<p>June 21-26</p> <p>Module 7</p>	<p>Chapter 5: Stress</p> <p>CONNECT CASE ANALYSIS: Capital One</p>	<p>QFD 4 due by or before Saturday, June 26 by 10:00 p.m.</p>
<p>June 21-26</p> <p>Module 8</p>	<p>Chapter 7: Trust, Justice, and Ethics</p> <p>CONNECT VIDEO CASE: Manager's Hot Seat: Whistleblowing</p>	
<p>June 21-26</p> <p>Module 9</p>	<p>Chapter 10: Ability</p> <p>CONNECT CASE ANALYSIS: Sorry, You're Too Smart</p>	

June 27 to July 1 Module 10	Chapters 11 and 12: Teams CONNECT VIDEO CASE: Manager’s Hot Seat: Groups & Teams—Diagnosis Dysfunction	QFD 5 due by or before Thursday, July 1 by 10:00 p.m.
June 27 to July 1 Module 11	Chapters 13 and 14: Leadership CONNECT VIDEO CASE: iSeelt! Animated Video: Hersey and Blanchard’s Theory of Leadership	
June 27 to July 1 Module 12	Chapter 16: Organizational Culture CONNECT CASE ANALYSIS: General Electric and Enron	All Part 2 CONNECT exercises due on or before Thursday, July 1 by 10:00 p.m. Chapters 5, 7, 10, 11, 12, 13, 14, and 16 quizzes will close on Thursday, July 1 at 10:00 p.m.
Thursday, July 1 from 11:00 p.m. to 11:00 p.m. Friday, July 2	<i>EXAM #2: CHAPTERS 5, 7, 10, 11, 12, 13, 14, 16 IN ADDITION TO MEDIA ARTICLES, VIDEOS, LECTURE MATERIAL</i>	EXAM WILL OPEN ON THURSDAY, JULY 1 AT 11:00 pm AND CLOSE AT 11:00 pm ON FRIDAY, JULY 2.

EXAM SCHEDULE

Exam available Saturday, June 19 at 11:00 p.m. to Sunday, June 20 at 11:00 p.m.	Exam 1
Exam available Thursday, July 1 at 11:00 p.m. to Friday, July 2 at 11:00 p.m.	Exam 2

QUIZ SCHEDULE

Syllabus Quiz will close on Saturday, June 19, at 10:00 p.m.	Read your syllabus!
Quizzes and CONNECT exercises for Exam #1 close on Saturday, June 19, at 10:00 p.m.	Chapters 1, 2, 3, 4, 6, 8, 9
Quizzes and CONNECT exercises for Exam #2 close on Thursday, July 1, at 10:00 p.m.	Chapters 5, 7, 10, 11, 12, 13, 14, 16

QFD SCHEDULE

QFD NUMBER	DUE DATE
QFD #1 (Chapters 1 and 9)	Saturday, June 5 by 10:00 p.m.
QFD #2 (Chapters 2 and 8)	Saturday, June 12 by 10:00 p.m.
QFD #3 (Chapters 3, 4, and 6)	Saturday, June 19 by 10:00 p.m.
QFD #4 (Chapters 5, 7, and 10)	Saturday, June 26 by 10:00 p.m.
QFD #5 (Chapters 11-14; 16)	Thursday, July 1, by 10:00 p.m.

IMPORTANT DATES FOR SUMMER 2021

Summer 2021 - 8W1 Session	
Date	Event
Jun3 1, 2021	First Class Day
July 1, 2021	Last Class Day
July 2, 2021	Finals (last day of term)
July 4, 2021 (Sunday)	Independence Day (no classes; university closed)

*See important information about dropping classes or withdrawing from the university.

MY TURN: MAKING THE GRADE

BY KURT WIESENFELD

Newsweek, June 17, 1996, p. 16

It was a rookie error. After 10 years I should have known better, but I went to my office the day after final grades were posted. There was a tentative knock on the door. "Professor Wiesenfeld? I took your Physics 2121 class? I flunked it? I wonder if there's anything I can do to improve my grade?" I thought: "Why are you asking me? Isn't it too late to worry about it? Do you dislike making declarative statements?"

After the student gave his tale of woe and left, the phone rang. "I got a D in your class. Is there any way you can change it to 'Incomplete'?" Then the e-mail assault began: "I'm shy about coming in to talk to you, but I'm not shy about asking for a better grade. Anyway, it's worth a try." The next day I had three phone messages from students asking me to call them. I didn't.

Time was, when you received a grade, that was it. You might groan and moan, but you accepted it as the outcome of your efforts or lack thereof (and, yes, sometimes a tough grader). In the last few years, however, some students have developed a disgruntled consumer approach. If they don't like their grade, they go to the "return" counter to trade it in for something better.

What alarms me is their indifference toward grades as an indication of personal effort and performance. Many, when pressed about why they think they deserve a better grade, admit they don't deserve one but would like one anyway. Having been raised on gold stars for effort and smiley faces for self-esteem, they've learned that they can get by without hard work and real talent if they can talk the professor into giving them a break. This attitude is beyond cynicism. There's a weird innocence to the assumption that one expects (even deserves) a better grade simply by begging for it. With that outlook, I guess I shouldn't be as flabbergasted as I was that 12 students asked me to change their grades after final grades were posted.

**Many
students
wheedle for
a degree
as if it were a
freebie T
shirt**

That's 10 percent of my class who let three months of midterms, quizzes and lab reports slide until long past remedy. My graduate student calls it hyperrational thinking: if effort and intelligence don't matter, why should deadlines? What matters is getting a better grade through an unearned bonus, the academic equivalent of a freebie T shirt or toaster giveaway. Rewards are disconnected from the quality of one's work. An act and its consequences are unrelated, random events.

Their arguments for wheedling better grades often ignore academic performance. Perhaps they feel it's not relevant. "If my grade isn't raised to a D I'll lose my scholarship." "If you don't give me a C, I'll flunk out." One sincerely overwrought student pleaded, "If I

don't pass, my life is over." This is tough stuff to deal with. Apparently, I'm responsible for someone's losing a scholarship, flunking out or deciding whether life has meaning. Perhaps these students see me as a commodities broker with something they want -- a grade. Though intrinsically worthless, grades, if properly manipulated, can be traded for what has value: a degree, which means a job, which means money. The one thing college actually offers -- a chance to learn -- is considered irrelevant, even less than worthless, because of the long hours and hard work required.

In a society saturated with surface values, love of knowledge for its own sake does sound eccentric. The benefits of fame and wealth are more obvious. So is it right to blame students for reflecting the superficial values saturating our society?

Yes, of course it's right. These guys had better take themselves seriously now, because our country will be forced to take them seriously later, when the stakes are much higher. They must recognize that their attitude is not only self-destructive but socially destructive. The erosion of quality control--giving appropriate grades for actual accomplishments--is a major concern in my department. One colleague noted that a physics major could obtain a degree without ever answering a written exam question completely. How? By pulling in enough partial credit and extra credit. And by getting breaks on grades.

But what happens once she or he graduates and gets a job? That's when the misfortunes of eroding academic standards multiply. We lament that schoolchildren get "kicked upstairs" until they graduate from high school despite being illiterate and mathematically inept, but we seem unconcerned with college graduates whose less blatant deficiencies are far more harmful if their accreditation exceeds their qualifications.

Most of my students are science and engineering majors. If they're good at getting partial credit but not at getting the answer right, then the new bridge breaks or the new drug doesn't work. One finds examples here in Atlanta. Last year a light tower in the Olympic Stadium collapsed, killing a worker. It collapsed because an engineer miscalculated how much weight it could hold. A new 12-story dormitory could develop dangerous cracks due to a foundation that's uneven by more than six inches. The error resulted from incorrect data being fed into a computer. I drive past that dorm daily on my way to work, wondering if a foundation crushed under kilotons of weight is repairable or if this structure will have to be demolished. Two 10,000-pound steel beams at the new natatorium collapsed in March, crashing into the student athletic complex. (Should we give partial credit since no one was hurt?) Those are real-world consequences of errors and lack of expertise.

But the lesson is lost on the grade-grouching 10 percent. Say that you won't (not can't, but won't) change the grade they deserve to what they want, and they're frequently bewildered or angry. They don't think it's fair that they're judged according to their performance, not their desires or "potential." They don't think it's fair that they should jeopardize their scholarships or be in danger of flunking out simply because they could

not or did not do their work. But it's more than fair; it's necessary to help preserve a minimum standard of quality that our society needs to maintain safety and integrity. I don't know if the 13th-hour students will learn that lesson, but I've learned mine. From now on, after final grades are posted, I'll lie low until the next quarter star