

University of North Texas
G. Brint Ryan College of Business
Fall 2022, MGMT 3720, Section 002
Organizational Behavior (Online)
Monday, August 29th – Friday, December 16th

Professor: Paula Kincaid, Ph.D. Candidate in Management
Office Hours: Via Microsoft Teams – Appointment must be scheduled in advance
Email: paula.kincaid@unt.edu

To communicate, you MUST email me directly to the UNT email above or through Canvas. If you do not use your UNT assigned student e-mail address, your e-mail may not make it to my inbox. It will likely go into a junk folder. I will contact you via your UNT email address, which you are expected to have access to and monitor as a UNT student. See <http://it.unt.edu/eagleconnect> for questions.

** Please include MGMT 3720 in the Subject Line**

Course Overview

Organizational Behavior (3 credit hours). In this course you will learn about individual behavior in formal organizations. This course will consist of reading an open-source educational text and selected cases, as well as engage in experiential exercises about organizational culture, motivation, leadership, dynamics of power, perception and attribution, communication, decision making and performance, and individual differences. This course is open to non-business majors.

Course Objectives: At the end of the course, students who have mastered the material will be able to...

- 1.) understand the foundations of individual behavior and their relation to group behavior.
- 2.) identify the processes that give rise to organizational culture.
- 3.) evaluate the importance of diversity in organizations.
- 4.) identify the role of personality and perception in organizational behavior.
- 5.) analyze individual and group processes relative decision-making and problem solving.
- 6.) identify the role and function of groups and teams in organizations.
- 7.) utilize conflict management tools in organizational environments.
- 8.) understand psychological elements underlying motivation.
- 9.) evaluate the role of influence tactics and politics in organizations.
- 10.) identify different styles of leadership in organizations based on management practices.
- 11.) understand the practical uses of different leadership theories in organizational operations.
- 12.) assess the connections between organizational culture and organizational performance.

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

Because this is an online course, we will use 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>.

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/>. Please note that Monday, April 2, 2021 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 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) (<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/>)

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 three 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 covered in class are covered on the exams. Exams are not open book or open note; no outside assistance is allowed. Exams will be taken in class unless other arrangements are required by University policy.

Research 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.

Grading:

Assignment	Points
Weekly Insights (10 @ 15 points)	150
Concept Quizzes (10 @ 10 points)	100
Organizational Case Studies (3 @ 100 points)	300
Exams (4 @ 100 points)	400
Research Participation	50
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

Week/Date	Assignments & Reading Due	Module Subject Matter and Content
Week 1 8/29 – 9/2	Chapter 1 Academic Integrity Quiz	Academic Integrity Module Week 1: Introduction to Organizational Behavior 1.1 The Nature of Work 1.2 The Changing Work Place 1.3 The Nature of Management 1.4 A Model of Organizational Behavior and Management
Week 2 9/5 – 9/9	Reading Concept Quiz Discussion Board	Week 2 - Overview of Organizational Theory Managing Complex Responsive Processes of Human Interaction The Negotiation of Meaning in Communities of Practice
Week 3 9/12 – 9/16	Chapter 15 & 16 Reading Concept Quiz Discussion Board	Week 3 - Organizational Design & Culture 15.1 The Organization's External Environment 15.3 Organizational Designs & Structures 15.4 The Internal Organization and External Environments 15.5 Corporate Cultures 16.1 Organizational Structures & Design
Week 4 9/19 – 9/23	TEST	
Week 5 9/26 – 9/30	Chapter 5 Reading Concept Quiz Discussion Board Case Study	Week 5 - Diversity, Equity, and Inclusion in Organizations 5.1 An Introduction to Workplace Diversity 5.2 Diversity and the Workforce 5.3 Diversity and Its Impact on Companies 5.4 Challenges of Diversity 5.5 Key Diversity Theories 5.6 Benefits and Challenges of Workplace Diversity 5.7 Recommendations for Managing Diversity
Week 6 10/3 – 10/7	Chapter 2 Reading Concept Quiz Discussion Board	Week 6 - Personalities and Individual Characteristics 2.1 Individual and Cultural Factors in Employee Performance 2.2 Employee Abilities and Skills 2.3 Personality: An Introduction 2.4 Personality and Work Behavior 2.5 Personality and Organization: A Basic Conflict? 2.6 Personal Values and Ethics 2.7 Cultural Differences
Week 7 10/10 – 10/14	Chapters 9 & 10 Reading Concept Quiz Discussion Board	Week 7 - Groups, Teams, and Social Processes 9.1 Work Groups: Basic Considerations 9.2 Work Group Structure 9.3 Managing Effective Work Groups 9.4 Intergroup Behavior and Performance 10.1 Teamwork in the Workplace 10.2 Team Development Over Time 10.3 Things to Consider When 10.4 Opportunities and Challenges to Team Building
Week 8 10/17 – 10/21	TEST	
Week 9 10/24 – 10/28	Chapters 3 & 6 Reading Concept Quiz Discussion Board	Week 9 - Individual Decision Making in Organizational Contexts 3.1 The Perceptual Process 3.2 Barriers to Accurate Social Perception 3.3 Attributions: Interpreting the Causes of Behavior 6.1 Overview of Managerial Decision-Making 6.2 How the Brain Processes Information to Make Decisions 6.4 Barriers to Effective Decision-Making
Week 10 10/31 – 11/4	Reading Concept Quiz Discussion Board Case Study	Week 10 - Emotions in Organizational Life Emotional Intelligence Emotional Life in Organizations Emotions Across Culture

Week 11 11/7 – 11/11	Chapters 7 & 8 Reading Concept Quiz Discussion Board	Week 11 - Motivational Strategies in Organizational Life 7.1 Motivation: Direction and Intensity 7.2 Content Theories of Motivation 7.3 Process Theories of Motivation 8.3 Feedback 8.4 Reward Systems in Organizations 8.5 Individual and Group Incentive Plans
Week 12 11/14 – 11/18	TEST	
Week 13 11/21-11/25	Chapter 12 Reading Concept Quiz Discussion Board	Week 13 - Leading Others in Organizations 12.1 The Nature of Leadership 12.2 The Leadership Process 12.3 Leader Emergence 12.4 The Traits Approach to 12.5 Behavioral Approaches to Leadership 12.6 Situational (Contingency) Approaches to Leadership 12.7 Substitutes for and Neutralizers of Leadership 12.8 Transformational, Visionary, and Charismatic Leadership 12.9 Leadership Needs in the 21st Century Servant-Leadership
Week 14 11/28 – 12/2	Chapter 13 Reading Concept Quiz Discussion Board Case Study	Week 14 - Power and Influence in Organizations 13.1 Power in Interpersonal Relations 13.2 Uses of Power 13.3 Political Behavior in Organizations 13.4 Limiting the Influence of Political Behavior
Week 15 12/5 – 12/9	Chapter 14 Reading Concept Quiz Discussion Board	Week 15: Conflict and Negotiations 14.1 Conflict In Organizations: Basic Considerations 14.2 Causes of Conflict in Organizations 14.3 Resolving Conflict in Organizations 14.4 Negotiation Behavior
Week 16 12/12 – 12/16	FINAL EXAM DETAILS: TBD	