WELCOME TO UNT
As members of the UNT community, we have all made a commitment to be part of an institution that respects and values the identities of the students and employees with whom we interact. UNT does not tolerate identity-based discrimination, harassment, and retaliation. UNT’s full Non-Discrimination Policy can be found in the UNT Policies section of the syllabus.

INSTRUCTOR
Dr. Traci M. Cihon, BCBA-D, LBA, Tx
Pronouns: she/her/hers
Email address: traci.cihon@unt.edu
Office: Chilton Hall 360B
Office phone number: 940-565-3318

Office hours:
- Tuesdays 1-1:45 pm CDT
- Tuesdays 5-5:45 pm CDT
- In-Person
- Chilton 360B
- https://unt.zoom.us/j/89599277184
- Meeting ID: 895 9927 7184

In-person class meetings (SAGE 355):
Tuesdays from 6:00 pm to 8:50 pm CDT

TEACHING ASSISTANT:
Kyosuke (Kio) Kazaoka, MA, BCBA
Pronouns: he/his/him
Email: KioKazaoka@my.unt.edu
Office hours:
- Fridays 1-2 pm CDT
- In-Person
- Chilton 360B
- Remote office hours: by appointment

**Please note that Dr. Cihon is the instructor of record for BEHV 4400; however, I will be responsible for managing the course, corresponding activities, and communication throughout the semester and under the guidance and supervision of Dr. Cihon.**

OFFICIAL COURSE DESCRIPTION
Describes theory and techniques of applying behavior analytic principles to solve performance problems and design more effective workplaces. Focuses on pinpointing critical work behaviors, measuring work performance, analyzing the contingencies responsible for the performance,
implementing and evaluating intervention programs involving stimulus control, feedback and reinforcement systems to improve employee performance. Discusses organizational behavior management as a philosophy and as a tool for improving job performance in any organization.

**ADDITIONAL COURSE DESCRIPTION**

Organizational Behavior Management (OBM) has its roots in behavior analysis and instructional design (e.g., programmed instruction and instructional systems design, both applications of behavior analysis to education). Pioneers in this subspecialty of behavior analysis saw the potential that principles of operant conditioning and instructional design held for improving performance – at the level of the individual performer (most closely associated with OBM), at the systems level (most closely associated with Behavioral Systems Analysis [BSA], or some combination of the two in Performance Management [PM] or later Human Performance Improvement [HPI]). BSA is a synthesis of behavior analysis and systems analysis and HPI is a synthesis of performance-based instruction, instructional systems design, and BSA. Oftentimes, persons who identify with OBM also align themselves with one of these three approaches to the subject matter. This course has been organized to familiarize you with certain characteristic features of OBM and BSA.

**COURSE ORGANIZATION**

Our course is organized by units. Class sessions will be held in SAGE 355 on Tuesdays from 6 pm CDT to 8:50 pm CDT (see below).

In general, you can expect to engage in some combination of the following activities (further described below) each week:

1) Required reading
2) Attending in-person class sessions
3) Completing assignments

To ensure that you maintain a high level of engagement with the course material, you will want to organize your schedule such that you can participate regularly. We expect that you will:

1) Monitor your email
2) Follow course announcements
3) Log into the course management system (Canvas) at least three times each week.

**COURSE PREREQUISITES**

None; however, concurrent enrollment or previous completion of BEHV 2300, BEHV 3150, or BEHV 2700 is advantageous.

**GENERAL LEARNING OUTCOMES & COMPETENCIES**

The purpose of this class is to provide students with an understanding of Behavior Analysis as it applies to organizational systems as well as engineering skilled performance for the individual. With regard to competencies, you will acquire knowledge and understanding of OBM, BSA, and HPI along with the associated technology and the evolving behavior analytic literature in systems and performance change. In short, you will be able to:

1) Explain conceptual and technological applications of behavioral systems analysis
2) Describe how behavioral systems analysis can be used to analyze and improve performance at the organizational, department process, and individual performer levels of analysis.
3) Conduct a behavioral systems analysis using the Behavioral Systems Engineering Model.

COURSE WEBSITE (Canvas): https://unt.instructure.com

REQUIRED TEXTS, TOOLS, & RESOURCES


A copy of the text has been placed on eReserve at the UNT library and can be accessed by following these steps:
1) Go to library.unt.edu
2) Scroll down to most requested
3) Click on Student-Course Reserves
4) Enter “BEHV”
5) Click on BEHV 4400
6) Click on book title
7) Log in with euid and password
8) Click “Find it”
9) Click “Read Online”

*Lucid Chart, draw.io, SVGDRAW01, or equivalent:*
- A trial option of Lucid Chart is available at http://Lucidchart.com
- Free access to draw.io is available at https://about.draw.io/
- SVGDRAW01 (increased accessibility for those with visual impairments can be downloaded for free at http://www.austincc.edu/baldwin/SWT-SVG/SVGDraw01.zip

Additional readings (e.g., book chapters and articles) are also assigned for selected class sessions and can be found on the course website.

TECHNICAL REQUIREMENTS & SKILLS

These are recommended minimum technology requirements:
- Computer
- Reliable internet access
- Speakers
- Microphone
- Plug-ins
- Microsoft Office Suite
- Canvas Technical Requirements (https://clear.unt.edu/supported-technologies/canvas/requirements)

COMPUTER SKILLS & DIGITAL LITERACY

These are course-specific technical skills learners must have to succeed in the course, such as:
- Using Canvas
- Using email with attachments
• Downloading and installing software
• Uploading word, pdf and video files

TECHNICAL ASSISTANCE
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.

UIT Help Desk: [UIT Student Help Desk site](http://www.unt.edu/helpdesk/index.htm)
Email: helpdesk@unt.edu
Phone: 940-565-2324
In Person: Sage Hall, Room 130
Walk-In Availability: 8am-9pm
Telephone Availability:
• Sunday: noon-midnight
• Monday-Thursday: 8am-midnight
• Friday: 8am-8pm
• Saturday: 9am-5pm
Laptop Checkout: 8am-7pm

For additional support, visit [Canvas Technical Help](https://community.canvaslms.com/docs/DOC-10554-4212710328)

RULES OF ENGAGEMENT
Rules of engagement refer to the way students are expected to interact with each other and with their instructors online. Here are some general guidelines:

• Treat your instructor and classmates with respect in email or any other communication.
• Use standard fonts such as Arial, Calibri or Times new Roman and use a size 10- or 12-point font
• Avoid using the caps lock feature AS IT CAN BE INTERPRETTED AS YELLING.
• Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post and your message might be taken seriously or sound offensive.
• Be careful with personal information (both yours and other’s).
• Do not send confidential information via e-mail

See these Engagement Guidelines (https://clear.unt.edu/online-communication-tips) for more information. Feel free to discuss these – some include implicit bias, others not.

ADDITIONAL RULES OF ENGAGEMENT PER UNT CONTRACTUAL OBLIGATIONS
Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

• 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 in-person, 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) for more information.

LEARNING ACTIVITIES & EVALUATION

Course Introduction, Syllabus Review, & Course Expectations Quiz (1 opportunity @ 10 points)
Please review the course syllabus. Prior to 11:59 pm CDT on Aug 30th you will need to complete the Course Expectations Quiz. If you miss questions, you may re-take it the quiz as many times as you need to achieve a passing (80% or better) score.

In-Person Class Sessions
Class will meet each week on Tuesdays from 6:00 pm to 8:50 pm CDT in SAGE 355.

Completing the required readings prior to attending the class lecture/discussion is highly recommended.

During the in-person class meetings, the course instructors will provide a brief introductory lecture to the material for that week’s course unit (see Course Schedule below) along with opportunities for students to ask questions. For course units with In-Class Projects (see Course Schedule below), students will be given time in class following class lectures to work on In-Class Projects with support from the course instructors. If students do not complete the In-Class Project during class sessions, students will be responsible for finalizing and submitting their In-Class Project outside of class.

In Case of a Shift to Remote Instruction: We may need to shift to remote instruction if community health conditions (i.e., COVID-19 positivity rate) change due to COVID-19. If this occurs, we will meet during our regular class period via Zoom. Students will need access to a webcam and microphone to participate in the event of a rapid switch to a fully remote class. Information on how to be successful in a remote learning environment can be found at https://online.unt.edu/learn and additional information will be provided given this turn of events.

Learning Outcomes (10 opportunities @ 115 points total)
Each course unit (applicable only for Unit 2 through Unit 11) includes an accompanying set Learning Outcomes (see Course Schedule below). Following completion of the assigned readings and attending the synchronous class session for each course unit, students should craft answers to
each of the Unit-Level Learning Outcomes. Students’ responses to the Learning Outcomes are due (on Canvas) the night before the next class session (e.g., prior to 11:59 pm CDT the Monday preceding the onset of the next course unit) and will be graded according to the associated rubric.

Students will not need to complete and turn in Learning Outcomes for the course units that correspond to the Capstone Assignment (Units 12 to 15).

**In Class Projects (6 opportunities @ 20 points each = 120 points total)**
Students will complete six In-Class Projects over the course of the semester. For In Class Projects (designated on the weekly class schedule) students will be given the option of choosing an organization on which they would like to focus their projects or to be provided with a hypothetical organization by the instructor, along with a task to complete that corresponds with the course material for that unit. Students who opt to choose an organization need to get prior approval from the course instructors prior to starting the project. We also recommend that students plan to focus on the same organization for all six In-Class Projects to support the continuity of the project. Students will be given time in class to work In-Class Projects (following lectures, and with support from the course instructors). If students do not complete the In-Class Project during class sessions, students will be responsible for finalizing and submitting their In-Class Project outside of class.

In-Class Projects, like Unit-Level Learning Objectives must be turned in on Canvas prior to the next class session (Monday 11:59 pm CST). Late projects will be graded according to the instructor policies (see below).

**In Class Project #1: Macrosystem & Mission (20 pts)** – Students will develop a figure depicting the relationship between a macrosystem and a metacontingency for a hypothetical organization or an organization of their choosing using draw.io or equivalent program. Students will also craft a mission statement for that organization using the template for the guide for formulating the mission statement. The template can be found in Malott (2003) on pages 52–53.

**In Class Project #2: Total Performance System (TPS) (20 pts)** – Students will develop a figure depicting their TPS analysis for a hypothetical organization or an organization of their choosing using draw.io or equivalent program. Students will also identify one measurement system for an aggregate product the organization produces and a second measurement system pertaining to the systems feedback (either receiving or processing system feedback) depicted in the TPS.

**In Class Project #3: Structure & Department Function Analysis Charts (20 pts)** – Students will develop a figure that depicts the structure of a hypothetical organization or an organization of their choosing. Students will also develop a figure that depicts the functions of the departments and their relations to each other. Student will use draw.io or equivalent program to create these figures.
In Class Project #4: Process & Task map (20 pts) – Students will develop a detailed map of tasks illustrating the flow of tasks across multiple departments (i.e., a swim lane figure with different departments) using draw.io or equivalent program.

In Class Project #5: Behavior (20 pts) – Students will develop a figure depicting one behavioral contingency related to a specific task using draw.io or equivalent program.

In Class Project #6: Management (20 pts) – Students will develop a figure depicting the interlocking behavioral contingencies between management and employees using draw.io or equivalent program.

In Class Projects require students to create diagrams using draw.io or an equivalent program (see above). A tutorial for how to use draw.io is available on the course website. Additionally, the course instructor will provide support for creating figures in class during the time periods set aside for In Class Projects.

Capstone Assignment (Parts I, II, & III @ 40 pts each + final @ 100 pts = 220 total points)
We will spend the last three course units (four weeks) on the application of the concepts and principles you have studied in the preceding weeks. Working from a peer-reviewed example of Behavioral Systems Analysis in practice (Diener et al., 2009), students will follow their procedures which neatly outline a step-by-step guide to applying the Behavioral Systems Engineering Model to analyze an organization. Students will conduct an analysis of an organization of interest in three parts (see Course Schedule). In Part I, students will focus on the organizational level. In Part II, students will complete an analysis of their target organization at the process level. And in Part III, students will conduct an analysis of the performer level. Students will have the opportunity to receive feedback on each of the three parts of the Capstone Project before turning in their final paper that illustrates their analysis at each level along with your recommendations for improving the organization’s function.

Capstone Assignment Part I: Organizational Level (1 opportunity @ 40 points)
Capstone Assignment Part II: Process Level (1 opportunity @ 40 points)
Capstone Assignment Part III: Performer Level (1 opportunity @ 40 points)
Final Capstone Project (1 opportunity @ 100 points)

Optional Exam (1 opportunity @ 30 points)
Life can be unpredictable, and this is especially true during the global pandemic. While we hope that this semester will go as planned but some students may experience exceptional circumstances that are not under their control. To support students and remain flexible given these turns of events, this
The course will include an optional exam that students may take to make up for missed points. The optional exam will serve as a make-up/replacement activity for students who have missed one class session and two missed assignments (e.g., one set of Unit-Level Learning Outcome and one In-Class Project).

The Optional Exam will be cumulative (Unit 2 to Unit 11) and will be worth a maximum of 30 points. The points earned by taking the Optional Exam will be added to the student’s cumulative points for the Learning Outcomes and In Class Projects (the points will not be added to Capstone Assignments).

Students who did not miss any Learning Outcomes or In Class Projects may also elect to take the exam to earn additional points for those they may have missed on Unit Level Learning Outcomes or In-Class Projects; however, points earned on the Optional Exam CANNOT exceed the maximum points possible for Unit-Level Learning Outcomes (115 pts) and In-Class Projects (120 pts).

Students electing to take the Optional Exam will do so online, through Canvas. Students may use their course materials (e.g., Lecture PowerPoints, notes, textbook, etc.) to assist them in completing the exam. Exams will not be timed or proctored; however, students will have only one opportunity to complete the exam. Exams must be completed by the due date listed on the Course Schedule (below). The Optional Exam will be posted on Canvas after class on November 2nd.

### POINT SUMMARY

<table>
<thead>
<tr>
<th>Component</th>
<th>Points Possible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Course Expectations Quiz</td>
<td>10 points</td>
</tr>
<tr>
<td>10 Learning Outcomes</td>
<td>115 points</td>
</tr>
<tr>
<td>6 In-Class Projects</td>
<td>120 points</td>
</tr>
<tr>
<td>Capstone Assignment</td>
<td>220 points total</td>
</tr>
<tr>
<td>Part I @ 40 pts</td>
<td>40 points</td>
</tr>
<tr>
<td>Part II @ 40 pts</td>
<td>40 points</td>
</tr>
<tr>
<td>Part III @ 40 pts</td>
<td>40 points</td>
</tr>
<tr>
<td>Final Capstone Assignment @ 100</td>
<td>100 points</td>
</tr>
</tbody>
</table>

**Total Points Possible = 465 points**

### GRADE EQUIVALENTS (% of 465 points earned):

- **A**: 90% to 100%
- **B**: 80% to 89%
- **C**: 70% to 79%
- **D**: 60% to 69%
- **F**: 59% or less

### COURSE EVALUATION

Student Perceptions of Teaching (SPOT) is the student evaluation system for UNT and allows students the ability to confidentially provide constructive feedback to their instructor and department to improve the quality of student experiences in the course.

### Course Policies

### Face Coverings
UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status and as recommended by current CDC guidelines, to protect yourself and others from COVID infection. Face covering guidelines could change based on community health conditions.

**Attendance**

Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. It is important that you communicate with the course instructors prior to missing a class session or an assignment so you and the course instructors can discuss and mitigate the impact of the absence on your attainment of general learning outcomes and competencies for the course. Please inform course instructors if you are unable to attend class meetings (minimum of 2 hours before the beginning of the class) or complete any assignments due that week by Sunday midnight.

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) do not come to class or office hours and 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 Team at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

If you have tested positive for COVID or have been in close contact with individuals who have tested positive for COVID and need to self-isolate/quarantine, please email the professor and/or TA, at a minimum of 2 hours prior to the beginning of the class. If we are notified at least 2 hours prior to class, we will be able to set up an accommodation for you to attend the class via Zoom. Please note that you will be required to provide appropriate documentation to the instructor for absences to be considered as an exceptional circumstance. There will not be make-up class sessions for students who do not inform the course instructors at least 2 hours prior to the beginning of the class session that will be missed. Moreover, you must work with the instructor and according to the course policies (see below) for any missed or late assignments due to these and other circumstances.

For COVID-related absences, 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.

**Course 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 to participate in fully remote portions of the class. Information on how to be successful in a remote learning environment can be found at [https://online.unt.edu/learn](https://online.unt.edu/learn)

**INSTRUCTOR POLICIES**

No individual exceptions can be made to the syllabus

**Re-grades:** If a student believes an error has been made in grading, a written request for reconsideration of the item(s) in question may be submitted within 1 week of receipt of the graded
material. The written request should specify the item(s) in question, and the reason the student believes the answer given was correct, citing relevant sources (e.g., page number from readings on which the answer was based).

**Late Assignments:** As in-class assignments are such an important part of the course and are cumulative in nature, this class will have a strict policy on late assignments. If a student turns in an assignment after a deadline, the grade for that assignment will be dropped one letter grade (e.g., from an “A” to a “B”) for each day it is late until it is no longer eligible for points (i.e., from a “D” to an “F”).

**Exceptional Circumstances:** Taking courses during a global pandemic, economic crisis, and uprisings can increase the likelihood that students will find themselves in exceptional circumstances. In the case that you find yourself in an exceptional circumstance, please notify one or more of your course instructors immediately such that we can discuss your circumstances individually and develop a plan to ensure your successful completion of the course on a case-by-case basis. If we do not hear from you within one week of the assignment deadline, the previously described contingencies for grades on Late Assignments (see above) will be applied.

Some examples of exceptional circumstances may include the following:

1) Students are legitimately sick.
   a. If students are legitimately sick, meaning that students have gone to the doctor, then students should contact the course instructor and/or teaching assistant as soon as possible, preferably before the assignment that the students will miss is due. Then students should provide the course instructor with appropriate documentation when possible. Students should arrange a time to meet virtually with the course instructors when students are feeling better to discuss an alternative plan.

2) Students have a personal and/or family emergency.
   a. Please contact the course instructors as soon as possible (before the assignment is to be missed if possible). Explain as much information regarding the emergency as is comfortable to share, providing documentation when possible. Students should arrange a time to meet in person or virtually with the course instructors when students are feeling better to discuss an alternative plan.

Assignments missed due to exceptional circumstances will generally be expected to be completed within three weeks of the missed assignment's due date unless other arrangements have been agreed upon.

Some exceptional circumstances may require collaboration with the Dean of Students. If you believe your exceptional circumstance requires such collaboration, please contact the Dean of Students directly. If the course instructors believe that collaboration with the Dean of Students will provide you with additional supports, we will recommend that you do so prior to developing a plan to complete missed assignments. Please see the link below for additional information: https://deanofstudents.unt.edu/resources#absence_verification.
**Extra Credit:** Students will have the opportunity to earn extra credit points several times throughout the semester. Students should not rely on extra credit points to make-up for points they missed for not completing a regularly scheduled assignment or to prevent them from failing the course. Extra credit points are awarded primarily for exemplary performance and work that goes beyond the minimum requirements for the course. Students will have the opportunity to earn up to 30 extra credit points for the entire semester.

Students can earn up to ten (10) research credits. Students may earn credit by any of the following means, in any combination:

1) The student may volunteer to serve as a research participant in an approved study being conducted by University of North Texas behavior analysis department faculty or students. The Institutional Review Board of the University of North Texas will have approved all studies offered through the Sona System.

2) Alternative assignments can be completed for credit points. Extra credit must be completed within two weeks of the date the extra credit was made available except for the SONA credits which can be completed at any point throughout the semester.

**Credits for Research Participation:** Credits for research participation are determined by the time and effort students are asked to expend, not on the particular outcome of their participation in a study. The researcher will determine the total number of credits for a study, in advance, and post the credit number on Sona for the student’s information. Only credits for which the student registers online may be used for research participation credit. Each credit will count translate to 3 points of extra credit. Credit will be assigned according to the following guidelines:

- At least one (1) credit will be earned for each half (½) hour of participation at a single session
- If more than one session is required, the student will earn at least one (1) credit for each additional session, based on the total duration of the session.
- One (1) additional credit can also be earned for special circumstances for any research project. Special circumstances include multisession participation, recruitment of a cohort, activities performed outside of a formal research session, etc.

**Alternative Assignments:** Students may earn the equivalent of one (1) research credit for completing any of the following alternative assignments.

- One (1) research credit can be earned for finding each articles students select from the mainstream media that explains organizational phenomena (e.g., leadership, management, burnout) from a non-behavioral perspective and crafting an alternative explanation for the behavior or practice using the behavioral systems analysis concepts presented in the course (no more than 1 page).

- Students may earn up to one (1) research credit for completing research articles summaries. Articles should be selected from the *Journal of Organizational Behavior Management* or *Behavior and Social Issues* and must be approved by one of the course instructors. Article summaries should be no longer than 1 page (4-6 sentences) and include a statement of purpose of the study or the research questions, the independent and dependent variables, a summary of the results, and a statement describing what the student (not the authors of the study) believe to be the major implication/applicability of the research (e.g., where or how they might use what they learned from the method or results of the research).
Other opportunities for extra credit (e.g., related to in-class activities) will also be made available throughout the semester.

**Student Conduct:** Each student automatically certifies that any material submitted for grading is his/her own independent work. UNT policies require reporting of plagiarism or any suspected violations that constitute possible academic misconduct. Students are responsible for being familiar with the Code of Student Conduct.

Group work is encouraged; however, in the past there have been situations in which group work could have been considered cheating or plagiarism. “Legitimate” group work takes advantage of consultation with your peers, provides you with ideas, suggestions, corrections, etc., which you take into consideration in the development of your unique and individual product. Examples include reading the text and writing answers to the study guide items, then working closely with other students to compare study guide answers, and to attempt to resolve different understandings. Failing to do the reading and memorizing answers that another student has written for the study guide is not legitimate group work; it is cheating. Drafting the assignments, then comparing specific aspects of your product to others’ is appropriate. Copying someone else’s work products (or making your work available to another student to copy) is not legitimate; it is cheating. Always, if you are unsure about boundaries of legitimate group work, please (1) ask for clarification from the instructor, and (2) make full disclosure so that there is no question about your intentions. We are very happy to talk about these boundaries and work with you to maximize your learning and maintain individual accountability.

**Assistance:** Students are encouraged to contact the instructor (by email or during office hours) or teaching assistant any time clarification or additional help in understanding the material is needed. Any questions that will aid you in mastering the material are welcomed.

**Diversity Statement:** It is the policy of the University of North Texas (and this instructor) not to discriminate on the basis of race, color, religion, sex, age, national origin, disability (where reasonable accommodations can be made), disabled veteran status or veteran of the Vietnam era status in its educational programs, activities, admissions or employment policies. In addition to complying with federal and state equal opportunity laws and regulations, the university through its diversity policy declares harassment based on individual differences (including sexual orientation) inconsistent with its mission and educational goals. Direct questions or concerns to the equal opportunity office, (940) 565-2456, or the dean of students, (940) 565-2648. TTY access is available through Relay Texas: (800) 735-2989.

**Emergency Notification and Procedures:** The University of North Texas informs students, faculty and staff persons about emergency situations (e.g., severe weather, campus closings, public safety) through the Eagle Alert system. Notifications are sent via phone so it is important that your contact information is current. Please visit www.my.unt.edu to update your contact information so that you are able to notifications in the event of an emergency. Additional information regarding emergency preparedness is available at https://emergency.unt.edu/emergency-guidelines-0.
Covid-19 Impact on 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 (2 hours prior to the beginning of the class) 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) 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.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES
Please discuss your accommodations (whether “verified” or not) with me as soon as possible so that we can make a plan to ensure your success. 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 as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website (https://disability.unt.edu/).

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)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- UNT Care Team (https://studentaffairs.unt.edu/care)
- Individual Counseling (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

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

ACADEMIC SUPPORT SERVICES
• Academic Resource Center (https://clear.unt.edu/canvas/student-resources)
• Academic Success Center (https://success.unt.edu/asc)
• UNT Libraries (https://library.unt.edu/)
• Writing Lab (http://writingcenter.unt.edu/)
• MathLab (https://math.unt.edu/mathlab)

ADDITIONAL UNT POLICIES INCLUDED PER CONTRACTUAL AGREEMENT

Academic Integrity Policy: Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, 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.

ADA Policy: 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 as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website (https://disability.unt.edu/).

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.

Emergency Notification & Procedure: UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing,
and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

**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.

**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 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. Visit UNT’s Code of Student Conduct (https://deanofstudents.unt.edu/conduct) to learn more.

**Access to Information - Eagle Connect**: Students’ access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to a student’s Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail Eagle Connect (https://it.unt.edu/eagleconnect).

**Student Evaluation Administration Dates**: Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 [insert administration dates] of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website (http://spot.unt.edu) or email spot@unt.edu.

**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.

**IMPORTANT NOTICE FOR F-1 STUDENTS TAKING DISTANCE EDUCATION COURSES**

**Federal Regulation**: To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website (http://www.ecfr.gov/). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:
(G) 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 including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. 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.

**University of North Texas 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.

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.

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, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

**Student Verification:** UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses (https://policy.unt.edu/policy/07-002).

**Use of Student Work:** A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student’s permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student’s written permission.
Transmission and Recording of Student Images in Electronically-Delivered Courses:

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.

2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.

3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

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:

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

**ACADEMIC SUPPORT SERVICES**
- Academic Resource Center (https://clear.unt.edu/canvas/student-resources)
- Academic Success Center (https://success.unt.edu/asc)
- UNT Libraries (https://library.unt.edu/)
- Writing Lab (http://writingcenter.unt.edu)
### Part I: Introductions & Course Design

<table>
<thead>
<tr>
<th>Unit</th>
<th>Date</th>
<th>Name</th>
<th>Readings</th>
<th>Learning Outcomes:</th>
<th>Materials</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug 24</td>
<td>Course Introduction</td>
<td>Syllabus</td>
<td>Students will: 1) State the course objectives, 2) Briefly describe each of the course activities, 3) Outline the due dates for the course activities, and 4) Summarize how their performance will be evaluated for each of the course activities.</td>
<td>Syllabus</td>
<td>Attend class, Read syllabus, Course Expectations Quiz</td>
</tr>
</tbody>
</table>

**Course Expectations Quiz due by Aug 30th @ 11:59 pm CDT**

### Part II: Organizational Behavior & Metacontingencies

<table>
<thead>
<tr>
<th>Unit</th>
<th>Week</th>
<th>Name</th>
<th>Readings</th>
<th>Learning Outcomes:</th>
<th>Materials</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Aug 31</td>
<td>The Paradox of Organizational Change &amp; Intro to OBM/BSA</td>
<td>Malott Ch. 1, Brethower et al., (2021)</td>
<td>Students will: 1) Describe the historical events that led to the establishment of the field of Organizational Behavior Management [5 pts], 2) Describe the areas in which OBM has been applied [3 pts], and 3) Define the paradox of change and describe the three paradoxes of organizational change [3 pts].</td>
<td>Malott (2003); Brethower et al., (2021); Unit 2 Learning Outcomes</td>
<td>Attend class, Unit 2 Learning Outcomes</td>
</tr>
</tbody>
</table>

**Unit 2 Learning Outcomes due by Sep 6th @ 11:59 pm CDT**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Week</th>
<th>Name</th>
<th>Readings</th>
<th>Learning Outcomes:</th>
<th>Materials</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Sep 7</td>
<td>Basic Cultural Principles</td>
<td>Malott Ch. 2</td>
<td>Students will: 1) Identify the eight components of TPS when presented with a blank diagram [8 pts], 2) Define metacontingency [3 pt], 3) Provide an example of a metacontingency [3 pts], and 4) Identify the six levels in behavioral systems engineering model when presented with a blank diagram [6 pts].</td>
<td>Malott (2003); Unit 3 Learning Outcomes</td>
<td>Attend class, Unit 3 Learning Outcomes</td>
</tr>
</tbody>
</table>

**Unit 3 Learning Outcomes due by Sep 13th @ 11:59 pm CDT**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Week</th>
<th>Name</th>
<th>Readings</th>
<th>Learning Outcomes:</th>
<th>Materials</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Sep 14</td>
<td>Macrosystem &amp; Mission</td>
<td>Malott Ch. 3</td>
<td>Students will: 1) Define macrosystem [1 pt], and 2) Describe the purpose of mission statement [1 pt] <strong>In Class Project #1: Macrosystem &amp; Mission. Students will:</strong> 1) Develop a figure depicting the relationship between a macrosystem and a</td>
<td>Malott (2003); Unit 4 Learning Outcomes; draw.io Tutorial Video; In Class Project #1</td>
<td>Attend class, Unit 4 Learning Outcomes, In Class Project #1</td>
</tr>
<tr>
<td>Unit</td>
<td>Week</td>
<td>Name</td>
<td>Readings</td>
<td>Learning Outcomes:</td>
<td>Materials</td>
<td>Activities</td>
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<tr>
<td>5</td>
<td>Sep 21</td>
<td>Organization</td>
<td>Malott Ch. 4</td>
<td>Students will: 1) Briefly summarize what is depicted on an organizational chart and on a department function chart, including the differences between these two charts and what purpose each serves [6 pts].</td>
<td>Malott (2003); Unit 5 Learning Outcomes; In Class Project #2</td>
<td>Attend class, Unit 5 Learning Outcomes, In Class Project #2</td>
</tr>
<tr>
<td>6</td>
<td>Sep 28</td>
<td>Process</td>
<td>Malott Ch. 5</td>
<td>Students will: 1) Describe three different types of departments based on their function [3 pts]</td>
<td>Malott (2003); Unit 6 Learning Outcomes; In Class Project #3</td>
<td>Attend class, Unit 6 Learning Outcomes, In Class Project #3</td>
</tr>
</tbody>
</table>
**Unit 7 Learning Outcomes & In Class Project #4 due by Oct 11th @ 11:59 pm CDT**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Ch.</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 5</td>
<td><strong>Task</strong></td>
<td>Ch. 6</td>
<td>Malott (2003); Unit 7 Learning Outcomes, In Class Project #4</td>
</tr>
<tr>
<td></td>
<td><strong>In Class Project #4:</strong> Process &amp; Task Analysis Students will: 1) Develop a detailed map of tasks illustrating the flow of tasks across, minimum of, 4 departments (i.e., a swim lane figure with different departments) [20 pts]</td>
<td></td>
<td>Attend class, Unit 7 Learning Outcomes, In Class Project #4</td>
</tr>
<tr>
<td></td>
<td><strong>Unit 7 Learning Outcomes &amp; In Class Project #4 due by Oct 11th @ 11:59 pm CDT</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part III: Individual Behavior & Interlocking Behavioral Contingencies**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Ch.</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 12</td>
<td><strong>Behavior I</strong></td>
<td>Ch. 7</td>
<td>Malott (2003); Unit 8 Learning Outcomes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Attend class, Unit 8 Learning Outcomes</td>
</tr>
<tr>
<td></td>
<td><strong>Unit 8 Learning Outcomes due by Oct 18th @ 11:59 pm CDT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oct 19</td>
<td><strong>Behavior II</strong></td>
<td>Ch. 8</td>
<td>Malott (2003), Unit 9 Learning Outcomes, In Class Project #5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Attend class, Unit 9 Learning Outcomes, In Class Project #5</td>
</tr>
<tr>
<td></td>
<td><strong>Unit 9 Learning Outcomes, In Class Project #5 due by Oct 25th @ 11:59 pm CDT</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Unit 8 Learning Outcomes, In Class Project #5 due by Oct 25th @ 11:59 pm CDT**

Students will: 1) Define the five types of behavioral contingencies including the effects each type of contingency has on the frequency of behaviors [5 pts], 2) Define extinction and its effects on the frequency of behaviors [2 pts], 3) Describe how extinction would be applied for each of the two types of reinforcement contingencies [2 pts], 4) Provide examples of each of the five types of behavioral contingencies as well as examples of extinction for each of the two types of reinforcement contingencies [7 pts], 5) Summarize the

**Unit 9 Learning Outcomes, In Class Project #5 due by Oct 25th @ 11:59 pm CDT**

Students will: 1) Define the five types of behavioral contingencies including the effects each type of contingency has on the frequency of behaviors [5 pts], 2) Define extinction and its effects on the frequency of behaviors [2 pts], 3) Describe how extinction would be applied for each of the two types of reinforcement contingencies [2 pts], 4) Provide examples of each of the five types of behavioral contingencies as well as examples of extinction for each of the two types of reinforcement contingencies [7 pts], 5) Summarize the
**Unit 9 Learning Outcomes & In Class Project #5 due by Oct 25th @ 11:59 pm CDT**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Time</th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 26</td>
<td>Management</td>
<td>Malott Ch. 9</td>
<td><strong>In Class Project #5: Behavior</strong> Students will: 1) Develop a figure depicting one behavioral contingency related to a specific task [20 pts].</td>
<td></td>
</tr>
</tbody>
</table>

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**Unit 9 Learning Outcomes & In Class Project #5 due by Oct 25th @ 11:59 pm CDT**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Time</th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 26</td>
<td>Management</td>
<td>Malott Ch. 9</td>
<td>Students will: 1) Define existing contingencies [1 pt], 2) Define performance management contingencies [1 pt], 3) Describe the differences between existing contingencies and performance management contingencies [3 pts], 4) Define interlocking behavioral contingencies in the context of management-employee interactions [3 pts], 5) Conduct a functional assessment of the interlocking behavioral contingencies between management and employees from the In Class Project #6 [6 pts], and 6) Based on the outcome of the hypothetical functional assessment (#5), develop a hypothetical intervention that changes the interlocking behavioral contingencies between management and employees [2 pts].</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Time</th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 26</td>
<td>Management</td>
<td>Malott Ch. 9</td>
<td><strong>In Class Project #6: Management</strong> Students will: 1) Develop a figure of interlocking behavioral contingencies between management and employees [20 pts]</td>
<td></td>
</tr>
</tbody>
</table>

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**Units 10 Learning Outcomes & In Class Project #6 due by Nov 1st @ 11:59 pm CDT**
## Part IV: Behavioral Systems Engineering Model

<table>
<thead>
<tr>
<th>Unit</th>
<th>Week</th>
<th>Name</th>
<th>Readings</th>
<th>Learning Outcomes:</th>
<th>Materials</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Nov 2</td>
<td>Behavioral Systems Engineering Model</td>
<td>Malott Ch. 10</td>
<td>Students will: 1) State and define the foundational concepts used in Behavioral Systems Engineering Model [7 pts], and 2) describe the purpose for each of the six levels in the Behavioral Systems Engineering Model including the unit of analysis for each level [6 pts].</td>
<td>Malott (2003), Unit 11 Learning Outcomes</td>
<td>Attend class, Unit 11 Learning Outcomes</td>
</tr>
</tbody>
</table>

**Unit 11 Learning Outcomes due by Nov 8th @ 11:59 pm CDT**
**Optional Exam (Cumulative: Units 2-10) due by Nov 8th @ 11:59 pm CDT**

## Part V: Application

<table>
<thead>
<tr>
<th>Unit</th>
<th>Week</th>
<th>Name</th>
<th>Readings</th>
<th>Learning Outcomes:</th>
<th>Materials</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Nov 9</td>
<td>Application</td>
<td>Diener et al. (2009)</td>
<td>Students will: 1) Create a figure that depicts the components of an organization using the structure of the organizational level of the TPS using the BSA questionnaire for the organizational level.</td>
<td>Diener et al. (2009), Capstone Assignment Part I Tutorial and video.</td>
<td>Attend class, Capstone Assignment Part I</td>
</tr>
</tbody>
</table>

**Capstone Assignment Part I due by Nov 15th @ 11:59 pm CDT**

| 13   | Nov 16 | Application           | Diener et al. (2009)               | Students will: 1) Develop a process/task map for an organization that includes swim lanes that depicts at least three departments using the BSA questionnaire for the process level. | Diener et al. (2009), Capstone Assignment Part II Tutorial & Video. | Attend class, Capstone Assignment Part II     |

**Capstone Assignment Part II due by Nov 22nd @ 11:59 pm CDT**

| 14   | Nov 23 | Application           | Diener et al. (2009)               | Students will: 1) Develop a performer-level diagram using the BSA questionnaire for the performer level for an organization. | Diener et al. (2009), Capstone Assignment Part III Tutorial & Video. | Attend class, Capstone Assignment Part III    |

**Capstone Assignment Part III due by Nov 30th @ 11:59 pm CDT**
| 15 | Nov 30 | Students will: 1) describe the findings and analyses at the organizational, process, and performer level, 2) develop recommendations for interventions at the organizational, process, and performer level, and 3) develop a professionally prepared document | Diener et al. (2009), Capstone Assignment Feedback | Attend class, Final Capstone Assignment |

**Final Capstone Assignment due by Dec 6th @ 11:59 pm CDT**
<table>
<thead>
<tr>
<th>COURSE UNIT</th>
<th>LEARNING OUTCOMES</th>
<th>BACB TASK LIST ITEM(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 1</td>
<td>Students will: 1) State the course objectives, 2) Briefly describe each of the course activities, 3) Outline the due dates for the course activities, and 4) Summarize how their performance will be evaluated for each of the course activities.</td>
<td>n/a</td>
</tr>
<tr>
<td>Unit 2</td>
<td>Students will: 1) Describe the historical events that led to the establishment of the field of Organizational Behavior Management [5 pts], 2) Describe the areas in which OBM has been applied [3 pts], and 3) Define the paradox of change and describe the three paradoxes of organizational change [3 pts].</td>
<td>n/a</td>
</tr>
<tr>
<td>Unit 3</td>
<td>Students will: 1) Identify the eight components of TPS when presented with a blank diagram [8 pts], 2) Define metacontingency [3 pt], 3) Provide an example of a metacontingency [3 pts], and 4) Identify the six levels in behavioral systems engineering model when presented with a blank diagram [6 pts].</td>
<td>G-18</td>
</tr>
<tr>
<td>Unit 4</td>
<td>Students will: 1) Define macrosystem [1 pt], and 2) Describe the purpose of mission statement [1 pt]</td>
<td>n/a</td>
</tr>
<tr>
<td>Unit 5</td>
<td>Students will: 1) Briefly summarize what is depicted on an organizational chart and on a department function chart, including the differences between these two charts and what purpose each serves [6 pts].</td>
<td>n/a</td>
</tr>
<tr>
<td>Unit 6</td>
<td>Students will: 1) Describe three different types of departments based on their function [3 pts]</td>
<td>n/a</td>
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<td>Unit 7</td>
<td>Students will: 1) Briefly summarize what a task analysis is [1 pt], and 2) Describe each of the components of task analysis [7 pts].</td>
<td>G-8</td>
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<td>Unit 8</td>
<td>Students will: 1) Define behavioral contingency [1 pt], 2) State the three components of a behavioral contingency [3 pts], 3) Provide an example of a three term behavioral contingency in an organizational setting [3 pts], 4) State the three dimensions of consequences [3 pts], 5) Provide an example of each of the three dimensions of consequences [3 pts], and 6) Define direct-acting and indirect-acting contingencies and describe the difference between direct and indirect acting contingencies [3 pts].</td>
<td>B-1, B-13</td>
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<td>Unit 9</td>
<td>Students will: 1) Define the five types of behavioral contingencies including the effects each type of contingency has on the frequency of behaviors [5 pts], 2) Define extinction and its effects on the frequency of behaviors [2 pts], 3) Describe how extinction would be applied for each of the two types of reinforcement contingencies [2 pts], 4) Provide examples of each of the five types of behavioral contingencies as well as examples of extinction for each of the two types of reinforcement contingencies [7 pts], 5) Summarize the components of functional assessment [6 pts], and 6) Describe stimulus-response chains [1 pt].</td>
<td>B-2, B-3, B-4, B-6, B-7, B-9</td>
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<td>Unit 10</td>
<td>Students will: 1) Define existing contingencies [1 pt], 2) Define performance management contingencies [1 pt], 3) Describe the differences between existing contingencies and performance management contingencies [3 pts], 4) Define interlocking behavioral contingencies in the context of management-employee interactions [3 pts], 5) Conduct a functional assessment of the interlocking behavioral contingencies between management and employees from the In Class Project #6 [6 pts], and 6) Based on the outcome of the hypothetical functional assessment (#5), develop a hypothetical intervention that changes the interlocking behavioral contingencies between management and employees [2 pts].</td>
<td>E-5, I-2, I-3, I-6, I-7</td>
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<td>Unit 11</td>
<td>Students will: 1) State and define the foundational concepts used in Behavioral Systems Engineering Model [7 pts], and 2) describe the purpose for each of the six levels in the Behavioral Systems Engineering Model including the unit of analysis for each level [6 pts].</td>
<td>H-9</td>
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<tr>
<td>Unit 12</td>
<td>Students will: 1) Create a figure that depicts the components of an organization using the structure of the organizational level of the TPS using the BSA questionnaire for the organizational level.</td>
<td>H-3, H-9</td>
</tr>
<tr>
<td>Unit 13</td>
<td>Students will: 1) Develop a process/task map for an organization that includes swim lanes that depicts at least three departments using the BSA questionnaire for the process level.</td>
<td>n/a</td>
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<td>Unit 14</td>
<td>Students will: 1) Develop a performer-level diagram using the BSA questionnaire for the performer level for an organization.</td>
<td>H-1, H-2, I-5, I-6, I-8</td>
</tr>
<tr>
<td>Unit 15</td>
<td>Students will be able to: 1) describe the findings and analyses at the organizational, process, and performer level, 2) develop recommendations for interventions at the organizational, process, and performer level, and 3) develop a professionally prepared document</td>
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