

# Syllabus for MANA 5320 – Organizational Behavior

Summer 2023, 5 Weeks, Online

Monday, July 03 to Saturday, August 05

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<b>University</b>	The University of Texas at Tyler		

Email is the best way to reach me. *(Please note: If you notice above, you will see that my email does not match my current last name. I am still using my former UT Tyler email address but IT should be giving me a new email address pretty soon. If this email changes before, or during the middle of, the summer semester, I will post an announcement and update my syllabus.)* I will respond to emails, depending on your question(s) or concern(s), within 48 hours. Depending on the complexity of your email, I may require more time to respond if additional research is needing to be done to assist your issue.

## **Important University Dates for the Semester:**

July 03 – Classes begin.

July 07 – Census date; last day to drop a course and receive FULL refund for the course.

July 26 – Last day for students to drop a course (or all courses) for a grade of ‘W’.

August 05 – Last day of the term.

August 05 – Final examination.

August 08 – University grade submission deadline by noon (CST).

## **Course Overview:**

In this course, we will practically approach the subject of organizational behavior by integrating common issues managers face when leading individuals and organizational units to achieve organizational objectives. We will rely on cases and illustrative examples of issues managers face in their own organizational settings. In doing so, we will discuss frameworks that are helpful to make sense of these issues and develop strategies to overcome these managerial difficulties. In this course, we will touch on the individual, dyadic and group levels of analysis, primarily focusing on organizational contexts.

## **Course Outcomes**

1. Emphasize the critical thinking skills used in decision making and interpersonal communication in a wide range of organizations (profit, nonprofit and governmental)
2. Develop an understanding of the theories, principles, terminology, and concepts associated with individual, dyadic and group behavior within an organizational context.
3. Utilize analytical and integration skills when applying knowledge real workplace context to enhance individual and organizational effectiveness in a complex global economy.
4. Develop an understanding of leadership theories and application skills.
5. Encourage self-reflection and adaptability regarding your role as a practitioner.
6. Identify problematic groups of people in organization and understand their impact in organizations

### **Method of Instruction:**

Primarily, this course will be taught online through Canvas. The key to succeeding in this course will center on your ability to be self-directed in navigating your modules each week. Our course will be divided into modules where you may complete all assigned tasks for the corresponding chapter before the weekly due dates arise. In the modules, I will try to have a variety of content from different sources including peer-reviewed management and organization research articles, lecture videos, discussion board conversations, and supplementary links to various websites and videos as they relate to the topic of focus in each module. Further, in each module I try to include relevant content, readings, videos, and illustrative examples to best serve each student's preferred learning style. Each new module(s) will open on Monday of each week.

### **Prerequisites for Course:**

1. You must have a bachelor's degree.
2. If we end up having assignments to complete, Microsoft Office Suite® and Adobe PDF Reader are the official software packages for this class. You will not be able to send me assignments in Pages®, Word Perfect®, or linked to Google Docs® or Google Sheets®.
3. You will also need access to a Windows or Apple compatible PC / Tablet / Smartphone connected to an electrical source and the Internet. Additional requirements include a screen, web cam, microphone, keyboard, mouse, speakers, printer, and video software. Most computers less than five years old have the necessary software to engage in this class.
4. It is vital that you have reliable internet access. This is important because this is an online course delivered through Canvas, a learning management system that requires internet to access. Canvas is where you will be required to complete activities every week. Important announcements and correspondence will also take place in this course through Canvas. You are responsible for monitoring announcements and emails in the online learning management system. It is recommended that you engage in Canvas through Google Chrome, Firefox, or Safari.
5. This course requires all students to take their exams using a proctoring system. "ProctorU Auto" is a 24/7 accessible proctoring system where you (the test-taker) can take exams on-demand (at any time, on any day) within the testing range from the comfort of your home. As a test-taker, you will be guided through an automated step-by-step process to verify your identity to gain access to the exam. Test-takers are monitored by an AI platform that gets smarter with every exam. The system automatically flags suspicious behavior for me, the professor, to review once you have completed your exam. The entirety of your exam session is recorded. In other words, from the time you start your exam to the time you end your exam, I will be able see what you do during your exam. Once you have access to the course in Canvas, you will see where you can click to access ProctorU Auto.

### **Course Learning Objectives** *(Module # Covered)*

1. Examine the relationship between behavior, attitude, performance. *(M1)*
2. Synthesize the Critical Thinking Model and apply the critical thinking model to the business environment. *(M2)*
3. Assess the use of critical thinking skills for issues in the business domain. *(M2)*
4. Develop knowledge of the purpose of thinking as a manager. *(M2)*
5. Examine the elements of reasoning. *(M2)*
6. Develop knowledge of the theories related to motivation, communication, and structural properties of organizations. *(M3, M4, M6)*
7. Examine active listening and develop active listening techniques. *(M5)*

8. Demonstrate effective written and verbal communication skills. *(M4, M6, M7, M9, M12, M14)*
9. Demonstrate how to integrate various theories and illustrate their impact on management practices. *(M6)*
10. Examine the concept of organizational culture and identify strategies that can be used to influence an organization's culture. *(M7)*
11. Demonstrate how to change the organizational culture. *(M7)*
12. Develop knowledge of leader effectiveness and assess the progression of leadership theories in organizational behavior. *(M9)*
13. Identify various leadership styles and assess one's own leadership styles. *(M9)*
14. Examine the importance of importance appraisals and how it plays into the delegation process for managers or leaders. *(M10)*
15. Examine the role interpersonal skills plays in organizational behavior and identify strategies to improve one's interpersonal skills. *(M11)*
16. Demonstrate the ability to use interpersonal skills when giving and/or receiving feedback in the business context such as in performance appraisals. *(M11)*
17. Examine the concepts of interpersonal conflict and assess one's default conflict resolution style. *(M12)*
18. Demonstrate the ability to apply the elements of reasoning to instances of interpersonal conflict in the business context and demonstrate how you would resolve the conflict. *(M12)*
19. Identify the four prominent dark personalities types, and compare and contrast the characteristics of the dark personalities existing in the workplace. *(M13)*
20. Examine deviant behaviors in organizations and assess the relationship between dark personalities, deviant behavior, and organizational scandals. *(M14)*
21. Demonstrate how you would assess if an employee is displaying deviant behaviors and indicate how you would motivate a potential dark personality to engage in alternative behavior using at least one theory of motivation. *(M14)*
22. Examine the consequences of organizational scandals and identify notable cases of organizational scandals. *(M14)*

### **Course Topic Schedule**

#### Week 1: 07/03-07/09

Getting Started module – Introductions  
 Module 1 – Critical Thinking  
 Module 2 – Critical Thinking  
 Module 3 – Motivation Theory: Cognitive Needs Theories

#### Week 2: 07/10-07/16

Module 4 – Motivation Theory: Cognitive Process Theory of Expectancy  
 Module 5 – Active Listening  
 Module 6 – Motivation Theory: Behavioral Theory  
 Module 7 – Organizational Culture

#### Week 3: 07/17-07/23

Module 8 – Mid-Term Exam  
 Exam is given online – [Important] the exam will open at 8:00 A.M. on Monday, July 17<sup>th</sup> and will close on Saturday, July 22<sup>nd</sup> at 11:59 P.M.  
 Module 9 – Leadership  
 Module 10 – Delegation Process

Week 4: 07/24-07/30

Module 11 – Interpersonal Skills & Giving/Receiving Feedback

Module 12 – Interpersonal Conflict

Module 13 – Dark personalities

Module 14 – Deviant Behaviors and Organizational Scandals

Week 5: 07/31-08//05

Module 15 – Final Exam

Exam is given online – [Important] the exam will open at 8:00 A.M. on Monday, July 31<sup>st</sup> and will close on Saturday, August 5<sup>th</sup> at 11:59 P.M. This exam covers only material covered after Exam I.

### **Grading:**

Final grades will be earned for the following levels of performance: (please keep in mind that final grades are earned—thus, no rounding up). Grades will be posted on Canvas.

Grade Determination	
Exam One	40%
Exam Two	40%
Discussion Board Posts	20%
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Total Grade	100%

### **Graded Components:**

#### **Getting Acquainted**

You will find your first post in a discussion board form to get acquainted with each other. Please log into your group and introduce you self in terms of background, experience and who you are as a person. Technically, this is not a graded component, but it will help you extend your network and it will help this course feel more personalized.

#### **Discussion Board**

There are a total of five discussion board entries (Module 4, 6, 7, 12 and 14) for this course which will account for 20% of your overall grade. To earn credit for the discussion board you are required to complete your initial response to the discussion question by Thursday at 11:59 p.m., followed by a response to two other group member’s post by the end of Sunday at 11:59 p.m.

#### **Exams**

There are a total of two exams for this course with each exam accounting for 40% of your overall grade. Exam One will test the knowledge you have accumulated from the material covered in Module 1 through Module 8. Exam Two will test the knowledge you have accumulated from the material covered in Module 9 through Module 15. You will use ProctorU Auto when taking your exams.

*Examination Make-Up Procedure: If you must miss an exam, you must make every effort to contact me before the exam. Failure to do so may result in a zero for that exam. Make-up exams, if allowed, must be taken within a week of the scheduled exam. The format of the make-up exam will be at my discretion.*

### **Important Resources for UT Tyler Students:**

- **UT Tyler Student Counseling Center (903.565.5746)**

The Student Counseling Center offers a variety of services to support the mental health and well-being of all UT Tyler Students. The Student Counseling Center follows a collaborative stepped care model. This model provides a variety of options for students that allow them to step-up or step-down the intensity of support as needed. All students start with a "Single Session" appointment. During the appointment, your counselor will work with you on a specific concern with a solution-focused approach. The counselor will then collaborate with you to determine your next step. Some students will only need one appointment, others may wish to schedule ongoing sessions. If you and your counselor decide that ongoing sessions are appropriate, your counselor will match you with one of the available counselors. Schedule a First Single Session Appointment through their online platform at <https://titanium.uttyler.edu/uttsc/SS>, by calling their main office number at 903-565-5746, or by walking in the office at UC 3170.
- **24/7 Crisis Line (903.566.7254)**

The Student Counseling Center Crisis Line is a confidential service that offers an opportunity for UT Tyler students to talk with trained counselors about urgent concerns. A counselor is available 24 hours a day, every day of the year, including holidays. You can call them when you want, at your convenience. Their telephone counselors will spend time addressing your immediate concerns. The counselors have specific training in responding to crisis situations. Common reasons students call include but are not limited to 1) you want help with an immediate personal crisis, 2) you are thinking about suicide, 3) you are feeling distressed, 4) you are in therapy or waiting to see a therapist, but need to talk with someone now, and 5) you have an immediate concern about a student, faculty member or staff member in the UT Tyler community who is in crisis.
- **UT Tyler CARE Team (903.565.5946)**

UT Tyler cares about our students' holistic development and wellness. We believe that if a student is to be successful academically, support must also be given on an emotional, social, physical, and intellectual basis. Because of this ideology, UT Tyler has an interdisciplinary team to provide confidential assistance to students that is known as the Campus Assessment, Response, and Evaluation (CARE) Team. The CARE Team engages in proactive and collaborative approaches to identify, assess, and mitigate risks associated with students exhibiting concerning behaviors, or facing hardships. By partnering with members of the campus community, the CARE Team strives to promote an individual student's wellbeing and success. The CARE Team has four main goals: 1) provide a safe academic, emotional, and social environment that is conducive for a student's journey at UT Tyler, 2) provide education and support to faculty and staff to address classroom management issues, 3) address concerns in a matter that respects the autonomy of our students and take actions in the least intrusive manner in the absence of safety concerns, and 4) promote peace of mind for individuals concerned with a student's behavior or hardships that will affect their academic journey. To report a concern to the CARE team, you can make an online referral using the CARE Form Report at [https://cm.maxient.com/reportingform.php?UnivofTexasTyler&layout\\_id=2](https://cm.maxient.com/reportingform.php?UnivofTexasTyler&layout_id=2). CARE Team referrals will be received during normal business hours (Monday to Friday, 8:00

a.m. to 5:00 p.m.), and are not monitored after hours, on weekends, or during official University holidays. If this is a true emergency or requires immediate attention, please call 911 or UPD Dispatch at 903.566.7300. To speak directly with a member of the CARE Team, call 903.565.5946. To understand a situation involving a student in distress or facing hardship, review the "[What to Watch For/Levels of Concern](#)" diagram.

- **UT Tyler Center for Students in Recovery**  
The Center for Students in Recovery is a supportive, safe place on campus for those in recovery from mental health and substance use disorder as well as for those who are supportive allies of those in recovery. Recovery concerns can range from depression/anxiety to gambling/debt addictions and drug/alcohol/food addictions. There are a variety of services available such as open recovery meetings, sober social events, recovery support, consultations, and referrals. You can schedule an appointment at <https://uttyler.impactfeedback.com/login> or you can drop by their office any time between 8 AM and 5 PM, Monday through Friday. You may also reach them by email at [CSR@uttyler.edu](mailto:CSR@uttyler.edu), or connect with them through one of their social media accounts.
- **Office of Student Accessibility and Resources:** In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit the Office of Student Accessibility and Resources' website at [https://www.uttyler.edu/disability-services/?utta\\_src=googlecpc&utta\\_id=19466403808;:&utta\\_det=x;;;c;&gclid=CjwKCAjw3POhBhBQEiwAqTCuBt6JHQyzCmEVs2AAI8IweLhFLnmbpBvkKkVuxjoIm1CHfq3rX5DeLhoCsQQQAvD\\_BwE](https://www.uttyler.edu/disability-services/?utta_src=googlecpc&utta_id=19466403808;:&utta_det=x;;;c;&gclid=CjwKCAjw3POhBhBQEiwAqTCuBt6JHQyzCmEVs2AAI8IweLhFLnmbpBvkKkVuxjoIm1CHfq3rX5DeLhoCsQQQAvD_BwE) and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.
- **UT Tyler Writing Center** (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- **UT Tyler Tutoring Center** (903.565.5964), [tutoring@uttyler.edu](mailto:tutoring@uttyler.edu)

## OTHER IMPORTANT TOPICS

### Attendance Policy:

Because this is an online course, we have no formal attendance policy.

**Academic Dishonesty Policy:** The University of Texas at Tyler Code of Student Conduct and Discipline provides penalties for misconduct by student. In short, **any student who engages in any form of cheating, including plagiarism, will receive a grade of F in this course.** As a faculty member, I may initiate disciplinary proceedings under section 8-300 against a student accused of academic dishonesty. "Academic Dishonesty" includes, but is not limited to: cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable, in whole or in part, to another person without giving sufficient credit, taking an examination for another person,

falsifying academic records, and any act designed to give unfair academic advantage to the student (such as, but not limited to: submission of essentially the same written assignment for two courses without the prior permission of the instructor, providing false or misleading information in an effort to receive a postponement or an extension on a test, quiz, or other assignment), or the attempt to commit such an act. "Plagiarism" is the appropriation of material that is attributable, in whole or in part, to another source without any indication of the original source, including words, ideas, illustrations, structure, computer code, and other expression or media, and presenting that material as one's own academic work being offered for credit or in conjunction with a program course or degree requirement(s). "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of any provision of the rules on academic dishonesty, including disclosing and/or distributing the contents of an exam.

"Cheating" includes, but is not limited to:

1. copying from another student's test paper or other assignment;
2. using test materials during a test that are not authorized by the person giving the test;
3. failing to comply with instructions given by the person administering the test;
4. possession of materials during a test which are not authorized by the person giving the test, such as class notes, calculators, electronic devices, books, or specifically designed "crib notes." The presence of textbooks constitutes a violation only if they have been specifically prohibited by the person administering the test;
5. using, buying, stealing, transporting, or soliciting, in whole or part, the contents of an unadministered test, test key, homework solution, or computer program, or using a test that has been administered in prior classes or semesters, but which will be used again either in whole or in part, without permission of the instructor; or accessing a test bank without instructor permission;
6. discussing the contents of an examination with another student who will take the examination;
7. divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructor has designated that the examination is not to be removed from the examination room or not to be returned to or kept by the student. This includes distributing materials electronically to online resources;
8. substituting for another person, or permitting another person to substitute for oneself, to take a course, a test, or any course-related assignment;
9. paying or offering money or other valuable thing to, or coercing another person to, obtain an unadministered test, test key, homework solution, or computer program, or information about an unadministered test, test key, homework solution, or computer program;
10. falsifying research data, laboratory reports, and/or other academic work offered for credit;
11. taking, keeping, misplacing, or damaging the property of the university, or of another, if the student knows, or reasonably should know, that an unfair academic advantage would be gained by such conduct;
12. misrepresenting facts for academic advantage to the University or an agent of the University, including providing false grades or resumés, providing false or misleading information in an effort to receive a postponement or an extension on a test, quiz, or other assignment for the purpose of obtaining an academic or financial benefit for oneself or another individual; and providing false or misleading information in an effort to injure another student academically or financially; or
13. engaging in written, oral, or any other means of communication with another student during a test, or giving aid to or seeking aid from another person during a test or on another assignment, where doing so is prohibited by the instructor.

**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 UT Tyler. If a class is meeting in person and a student engages in unacceptable behavior, the instructor will direct you to leave the classroom. The instructor may refer the student to the Office of Student Conduct and Intervention to consider

whether the student's conduct violated the Code of Student Conduct and University Policies and Procedures. The university's expectations for student conduct apply to all instructional forums, including university and electronic classrooms, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <https://www.uttyler.edu/sci/student-conduct/policies/>.

**Campus Carry:** At UT Tyler, we respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

**Emergency Exits and Evacuation:** This is not applicable to our online format. However, if this course were face-to-face, everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

**Instructor Course Evaluations:** This semester, the Department of Management and Marketing will encourage you to complete an online evaluation of this course. The evaluation is 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 your time to complete the evaluations which will be administered towards the end of each semester. I will utilize your valuable feedback to improve my effectiveness in teaching future classes.

**Social Security and FERPA Statement:** It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

**Soules College of Business, Statement of Ethics:** The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the College of Business and Technology help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the Soules College of Business at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse.
- Conduct yourself in a professional manner both on and off campus.

**State-Mandated Course Drop Policy:** Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date). Exceptions to the 6-drop rule may



be found in the catalog. Petitions or exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

**Student Absence due to Religious Observance:** This is not applicable to our online format. However, if this course were face-to-face, students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the 2<sup>nd</sup> class meeting of the semester.

**Student Absence for University-Sponsored Events and Activities:** This is not applicable to our online format. However, if this course were face-to-face, and you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time, the instructor will set a date and time when make-up assignments will be completed.

**Students Rights and Responsibilities:** To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link:

<http://www.uttyler.edu/wellness/rightsresponsibilities.php>

**UT Tyler Honor Code:** Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

**UT Tyler, a Tobacco-Free University:** All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors. Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit [www.uttyler.edu/tobacco-free](http://www.uttyler.edu/tobacco-free).