

Syllabus for MANA 5320 – Organizational Behavior

Spring 2026, 15 Weeks, Hybrid Class Section: 001

Monday, January 12 to Saturday, May 02

Instructor	Paula A. Kincaid, Ph.D.	Office	SCOB 350.28
Position	Assistant Professor in Management	Phone	903–565–5897
Department	Management and Marketing	Email	pkincaid@uttyler.edu
College	Soules College of Business	Hours*	10 hours per week
University	The University of Texas at Tyler	*Days/times may vary each week but typically T/W from 8 AM – 1 PM	

Email is the best way to reach me. 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.

To remain in compliance with Federal Regulations, students on an F-1 Visa (international students) **MUST** meet with Dr. Kincaid or her teaching assistant on the following 3 days/times:

1. Tuesday, January 13th, 2026 (11:00 AM – SOULES COB 252)

Sign roster, grab syllabus, head home

2. Tuesday, March 03rd, 2026 (11:00 AM – SOULES COB 252)

Sign roster prior to exam; **exam I begins promptly at 11:00 AM**

3. Tuesday, April 28th, 2026 (11:00 AM – SOULES COB 252)

Sign roster prior to exam; **exam II begins promptly at 11:00 AM**

These important and required meeting dates are also listed in the Course Topic Schedule starting on page 3 of this syllabus. **So please mark them on your personal calendars as reminders.**

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:

The key to succeeding in this course will center on your ability to be self-directed in navigating your modules each week. 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 complementary links to various websites, book excerpts, and videos as they relate to the main topic of focus in each module. I try to include such relevant content, readings, videos, and illustrative examples to best serve each student's preferred learning style. There is no formal required textbook for this course.

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 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.

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

MEETING DAY 1 (IN PERSON): 01/13

Please arrive to the Soules Computer Lab (SOULES COB 252) at 11:00 AM on 01/13/26.

For this meeting, I will meet you, have you sign the class roster, and then hand you a syllabus for the course. You may head home after you pick up your syllabus. I suggest you complete the syllabus quiz as soon as possible this week.

Week 1 (online): 01/12-01/17

Getting Started Module – Introductions and Syllabus Quiz*

*The introduction and syllabus quiz are not graded assignments. However, until you reach 100% on your syllabus quiz, you will not be able to access any additional modules in the course.

Module 1 – Attitudes and Behaviors

Week 2 (online): 01/18-01/24

Module 2 - Critical Thinking

Week 3 (online): 01/26-01/31

Module 3 - Motivation Theory: Cognitive Needs Theories

Week 4 (online): 02/01-02/07

Module 4 - Motivation Theory: Cognitive Process Theory of Expectancy

Module 4 Discussion Board Prompt

- 1) Initial post is due by Thursday at 11:59pm
- 2) Response to two classmates is due by Sunday at 11:59pm

Week 5 (online): 02/08-02/14

Module 5 - Active Listening

Week 6 (online): 02/15-02/21

Module 6 - Motivation Theory: Behavioral Theory

Module 6 Discussion Board Prompt

- 1) Initial post is due by Thursday at 11:59pm
- 2) Response to two classmates is due by Sunday at 11:59pm

Week 7 (online): 02/22-02/28

Module 7 - Organizational Culture

Module 7 Discussion Board Prompt

- 1) Initial post is due by Thursday at 11:59pm
- 2) Response to two classmates is due by Sunday at 11:59pm

MEETING DAY 2 (IN PERSON, MID-TERM EXAM DAY): 03/03

Please arrive to the Soules Computer Lab (SOULES COB 252) at 10:50 AM on 03/03/26 to take your mid-term exam.

You will take your exam in Canvas, using one of the school computers in COB 252. The exam will unlock for you promptly at 11:00 AM on this day. The mid-term exam be proctored by our class teaching assistant. You need to sign the class roster after finishing your mid-term exam so I can verify that you took your exam in person.

PS: This exam is located in Module 8 on Canvas.

WEEK-LONG BREAK: 03/08-03/14

SPRING BREAK – ENJOY YOUR WEEK (REST/RELAX)

Week 9 (online): 03/15-03/21

Module 9 – Leadership

Week 10 (online): 03/22-03/28

Module 10 – Delegation Process

Week 11 (online): 03/29-04/04

Module 11 - Interpersonal Skills & Giving/Receiving Feedback

Week 12 (online): 04/05-04/11

Module 12 - Interpersonal Conflict

Module 12 Discussion Board Prompt

- 1) Initial post is due by Thursday at 11:59pm
- 2) Response to two classmates is due by Sunday at 11:59pm

Week 13 (online): 04/12-04/18

Module 13 – Dark personalities

Week 14 (online): 04/19-04/25

Module 14 - Deviant Behaviors and Organizational Scandals

Module 14 Discussion Board Prompt

- 1) Initial post is due by Thursday at 11:59pm
- 2) Response to two classmates is due by Sunday at 11:59pm

MEETING DAY 3 (IN PERSON, FINAL EXAM DAY): 04/28

Please arrive to the Soules Computer Lab (SOULES COB 252) at 10:50 AM on 04/28/26 to take your final exam.

You will take your exam in Canvas, using one of the school computers in COB 252. The exam will unlock for you promptly at 11:00 AM on this day. The final exam will be proctored by our class teaching assistant. You need to sign the class roster after finishing your final exam so I can verify that you took your exam in person.

PS: This exam is located in Module 15 on Canvas; final exam only covers material given after Exam I.

Grading:

Final grades will be earned for the following levels of performance:

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.

Exams will be closed note, closed book. You may only use the knowledge in your brain when taking your exam. The format of the types of questions you may asked can include true/false or multiple choice. Further, the questions on my exams build on each other (i.e., the answer to question #1, may be located in the question stem for question #2). Because of this, you will not be able to move backwards in the exam. Once you answer question #1 and move on to question #2, you will not be able to move back to question #1 at any point in the exam.