Organizational Behavior
MGT 5377 720
(formerly known as MGT 577)
Fall 2020

Instructor: Dr. Robert A. Culpepper, MMIB Department
Office: Room 403g McGee Business Bldg.
Hours: T 8:00-9:30, 2:00-4:00, W 8:00-12:00; Th 8:00-9:30, 10:45-11:45
Class Hours: MGT 4322-001: T Th 9:30-10:45; MGT 422-002,: T Th 12:30-1:45;
MGT 577-022: T 4:00-6:30
Phone: 468-1531 Office
Email: rculpepper@sfasu.edu

Current course modifications due to COVID-19

1) This course will comprise one of the three types of hybrids employed this Fall, specifically it will involve a combination of Zoom sessions and online content - the latter primarily in the form of lecture outlines and online lectures. The lecture videos will be uploaded to D2L/Brightspace. Although the use of online lectures provides useful flexibility for many students, the downside is that some students are prone to getting far behind to a degree that would not happen in a fully in-person class. Best practices would be viewing the video on the same day as the class would be held in an in-person format - at the latest prior to the next class day. All videos will be marked with a date corresponding to a particular class day.

In the Spring and Summer semesters, relatively few students had streaming problems, but if you do encounter a halting streaming flow, watching at off-peak times often helps in getting smooth playback. Also, watching early in the morning up to 10:00 AM or after 9:00 PM seems to make a major difference. I will also be uploading lower resolution versions of each video, which are not as sharp, but buffer more quickly and prevent halting of the video stream.

2) A brief, weekly Zoom session will be held primarily for any Q & A regarding online content and general class-related issues. Ordinarily, these will be held each Tuesday during the normally scheduled class time. Attendance at Zoom sessions is required.

3) It is important to watch your email and check the D2L course home page for news related to the course at least as frequently as each regular class day, i.e., each Tuesday around 4:00 PM.

5) Testing will be conducted, in all likelihood, via online means, probably using the Proctorio proctoring service. I will be providing further information as we go - about downloading this software, and how exams will work. There will be two exams and at least one quiz. In terms of quizzes - as long as you have watched the video for a given class day by the following class day, you should be okay.

Introduction

As a general rule, the more experience individuals have in managerial positions and the higher their responsibility level, the more they appreciate how many of their activities,
problems, concerns, successes, and failures revolve around the “people factor” - i.e., understanding subordinates, peers and bosses - and knowing how to handle them. Inexperienced managers, or those considering becoming a manager, often presume the issues they face will deal overwhelmingly with all types of more “tangible” concerns such as interacting with machines/technical systems, scheduling, work analysis, efficiency gains, accounting practices, marketing plans, financial tactics, or strategic planning. Experienced managers, on the other hand, scarcely need to be convinced of the importance of understanding and handling human behavior in the workplace. This course is designed to advance this kind of understanding, which is foundational to all successful management in the workplace. Teaching methods will include lecture, class discussion, case analysis, analysis of current events, and group projects.

Prerequisites - MGT 512

Course Objectives

Upon course completion, the student should be able to:

1) Demonstrate adequate understanding of theories, tools, and insights found in the field of Organizational Behavior.
2) Analyze theories in light of their practical application in an organizational setting.
3) Show understanding of how knowledge is advanced in Organizational Behavior viewed as a behavioral science.
4) Demonstrate the ability to articulate present or past organizational experiences that bear on topics addressed in class and in the text.
5) Demonstrate familiarity with international aspects of Organizational Behavior.
College of Business, Management - Learning Outcomes

1. The student will demonstrate effective oral and written communication skills by (1) composing a professional quality business document, and (2) preparing and delivering a professional presentation on a business topic. (Written Communication, Oral Communication)

2. The student will demonstrate knowledge of fundamental information technology tools and concepts. (Technology)

3. The student will exhibit an understanding of ethics and social responsibility. (Ethics)

4. The student will apply critical thinking skills by solving problems requiring quantitative and/or qualitative analysis. (Critical Thinking)

5. The student will demonstrate multicultural and diversity understanding. (Diversity)

6. The student will demonstrate an understanding of teamwork as it occurs in business situations. (Teamwork)

7. The student will effectively apply knowledge and skills in the functional areas of business. (Business Knowledge)

8. The student will effectively apply knowledge and skills in International Management, and Management Information Systems (Management Core)

9. The student will effectively apply knowledge and skills in (1) quantitative decision making and (2) functional specialties of management.

Course Content

<table>
<thead>
<tr>
<th>Individual Behavior</th>
<th>Job Design</th>
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<tbody>
<tr>
<td>Motivational Perspectives</td>
<td>Groups, Teams, and Diversity</td>
</tr>
<tr>
<td>Managing Conflict</td>
<td>Decision Making</td>
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<td>Organization Culture &amp; Change</td>
<td>Leadership</td>
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<td>Managing Stress</td>
<td>International Dimensions of OB</td>
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<td>Ethics</td>
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Assigned readings

In addition to required test chapters, a number of readings will be assigned during the semester. These will be handed out in class and will include current events (articles from periodicals such as the Wall Street Journal, and short cases to be prepared for a subsequent class period, one or more major cases, and/or miscellaneous readings. Typically readings will involve class discussion/participation, at a minimum, and may extend to formal write-up, individually or in groups. Quizzes may be given and will count toward the participation component of the grade.

Group Projects

Preferences regarding group membership should be turned in by the third week of class. Anyone not expressing group preferences will be assigned to existing or new groups by the instructor. The project part of the course involves a presentation.
The nature of projects will be covered later in the semester and a hand-out outlining project requirements will be distributed. The first project will allow students to pick from among a list of OB topics or create one of their own.

Guidelines for presentations:

1) Do not read verbatim sentences. Use only bulleted note cards. This should be more in the style of an informative business presentation than a presidential address, where the speaker reads the text word-for word from a teleprompter.
2) Presentations should last an average of 5 minutes per presenter or 20 minutes for a four-person group. Practice at least once to find out how the time plays out.
3) Dress professionally and show pride of workmanship.
4) Show up early if using Powerpoint.

Cases/Exercises

Short cases/readings will be analyzed in class or on take-home basis. The scope of short cases will be narrow enough so as to illustrate one or two important aspects of managing organizational behavior. Analysis of cases will generally occur in groups. Major cases will be prepared outside of class and discussed in class.

Missing an exam

At the discretion of the instructor, with prior notification of missing an exam, the final exam grade will be made to count twice. The lack of advance notice for missing an exam and/or insufficient justification (determined by the instructor) will result in a grade of zero for that exam.

Grading procedures

Two exams will be given. Exams may consist of long essay, short essay, short definition, and computer-scored objective questions (multiple choice or true false). Test questions address material covered in class and in the text. Reading the text alone will represent a major handicap in exam-taking because the lecture at times includes lecture topics not covered in the text (and vice versa).

The weighting of test grades and other grade components is as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Exam 1</td>
<td>33%</td>
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<tr>
<td>Exam 2</td>
<td>33%</td>
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<tr>
<td>Group project</td>
<td>12%</td>
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<tr>
<td>Case assignments</td>
<td>12%</td>
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<tr>
<td>Class participation/ quizzes</td>
<td>10%</td>
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<tr>
<td>TOTAL</td>
<td>100%</td>
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Grades are assigned as follows:

A  90-100% of total possible points
B  80-89
C  70-79
D  60-69
# Course Schedule

**MGT 577**

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<tr>
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<th>Day</th>
<th>Topic</th>
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<tbody>
<tr>
<td><strong>AUG 25</strong></td>
<td>Th</td>
<td>Hello Day/Course Introduction</td>
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<tr>
<td><strong>SEP 1</strong></td>
<td></td>
<td>Overview of Organizational Behavior</td>
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<td><strong>SEP 8</strong></td>
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<td>Overview</td>
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<td><strong>SEP 15</strong></td>
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<td>Personality and Individual Differences</td>
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<td><strong>SEP 22</strong></td>
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<td>Decision-Making and Group Dynamics</td>
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<td><strong>SEP 29</strong></td>
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<td>Organizational Culture</td>
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<td><strong>OCT 6</strong></td>
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<td>International Culture</td>
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<td><strong>OCT 13</strong></td>
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<td>EXAM 1</td>
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<td><strong>OCT 20</strong></td>
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<td>Motivation</td>
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<td><strong>OCT 27</strong></td>
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<td>Power and Politics</td>
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<td><strong>NOV 3</strong></td>
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<td>Leadership</td>
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<td><strong>NOV 10</strong></td>
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<td>Leadership</td>
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<td><strong>NOV 17</strong></td>
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<td>PRESENTATIONS</td>
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<td><strong>DEC 8</strong></td>
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<td>EXAM 2</td>
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University and College of Business Policies

Student Academic Dishonesty (University Policy 4.1)

Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

Definition of Academic Dishonesty

Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one's own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one's paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at http://www.sfasu.edu/policies/student_academic_dishonesty.pdf

Course Grades (University Policy 5.5)

Copy and paste the following information regarding Withheld Grades into your syllabus. Add additional information as needed to meet your departmental or course needs.

At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at http://www.sfasu.edu/policies/course-grades.pdf.

Students with Disabilities

Copy and paste the following statement and place in your course syllabus.

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.
**Student Conduct (University Policy 10.4)**

Copy and paste the following statement and place in your course syllabus.

Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at [http://www.sfasu.edu/policies/student-conduct-code.pdf](http://www.sfasu.edu/policies/student-conduct-code.pdf).) Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/ inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.