

# Syllabus for MANA 5320 – Organizational Behavior

Fall 2023, 7 Week, First Session, Online

Monday, August 28 to Saturday, October 14

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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 see important university-wide dates for this semester, visit this website:

<https://www.uttyler.edu/schedule/files/2023-2024/academic-calendar-2023-2024-accelerated-mba-20230614b.pdf>

## **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: 08/28 - 09/02

Getting Started module – Introductions  
Module 1 – Critical Thinking  
Module 2 - Critical Thinking

Week 2: 09/04 - 09/09

Module 3 - Motivation Theory: Cognitive Needs Theories  
Module 4 - Motivation Theory: Cognitive Process Theory of Expectancy

Week 3: 09/11 - 09/16

Module 5 - Active Listening  
Module 6 - Motivation Theory: Behavioral Theory  
Module 7 - Organizational Culture

Week 4: 09/18 – 09/23

Module 8 – Mid-Term Exam  
Exam is given online with ProctorU Auto – [Important] the exam will open at 8:00 A.M. on Monday, September 18 and will close on Saturday, September 23 at 11:59 P.M.

Week 5: 09/25 – 09/30

Module 9 – Leadership  
Module 10 – Delegation Process  
Module 11 - Interpersonal Skills & Giving/Receiving Feedback

Week 6: 10/02 – 10/07

Module 12 - Interpersonal Conflict

Module 13 – Dark personalities

Module 14 - Deviant Behaviors and Organizational Scandals

Week 7: 10/09 – 10/14

Module 15 – Final Exam

Exam is given online with ProctorU Auto – [Important] the exam will open at 8:00 A.M. on Monday, October 9 and will close on Saturday, October 14 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.*