

## **MGMT 3303 CRN 22593**

### **Intro to Management/Organizational Behavior**

**Spring 2019: January 22nd to May 14th 2019**

**Tuesday & Thursday 12:00 pm to 1:20 pm COBA 323**

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Instructor:	Kingshuk Saha; Assistant Instructor, COBA, UTEP.
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Office Hours:	Tuesday and Thursday: 1:30pm-3:00pm and by appointment at Room 315
Textbooks:	Organizational Behavior 17 <sup>th</sup> Edition (Textbook Only) Authors: Stephen P. Robbins and Timothy A. Judge ISBN 10: 0-13-410398-X ISBN 13: 978-0-13-410398-3

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#### **Course Description:**

This course provides a comprehensive analysis of individual and group behavior in organizations. The main purpose of this course is to provide an clear understanding of how organizations can be managed more effectively and at the same time how the quality of the work lives of employees can be improved.

Understanding human behavior at work is an essential aspect of successful management. Most management programs require an Organizational Behavior class. Organizational Behavior focuses on improving productivity, quality and assisting managers to design more positive organizations. This course provides a micro-level introductory analysis of behavior of individuals and groups with their organization and the influence of the environment on behavior patterns.

#### **Course Learning Objectives:**

This course aims to improve students understanding of human behavior in organizations and the ability to lead people to increase their organizational performance. After completing this course, students should be able to:

- Explain what is organizational behavior and why is it important?

- Understand individual behavior in organizations including diversity, attitudes, job satisfaction, emotions and moods, personality and values, perception, decision making, motivation concepts and applications
- Understand Group behavior in organizations such as the foundations of group behavior, understanding work teams, communication, leadership, power and politics, conflict and negotiation and the foundations of organization structure
- Understand the Organization System including organizational culture, human resources policies and practices, operational change and stress management.

**Specific Learning Objectives for the course include:**

Learning Objectives	Activities	Assessment
<p>1. Theories of Organizational Behavior            What is organizational behavior and why is it important? What are the major Behavioral Science Disciplines that contribute to Organizational Behavior? What are the three levels of analysis of OB Model used in this textbook?</p>	<p>Readings:            Textbook Chapter 1. Class Lecture and Discussion.</p>	<p>Exam 1, Quiz 1</p>
<p>2. Management Issues: Analyze management issues as related to organizational behavior such as diversity, attitudes and job satisfaction, emotion and moods, personality and values, perception and individual decision making and motivation. What is the role of ethical issues in decision-making done by managers in the workplace?</p>	<p>Readings:            Textbook Chapters 2-8. Class Lecture and Discussion.</p>	<p>Exam 1,2 Quiz 1,2</p>
<p><b>3. Team building and working skills; Why are teams so popular in organizations? What is the difference between groups and teams? What are the characteristics of effective teams? What is the difference between workgroups and work teams? How can groups be made more effective? What are the strengths and weaknesses of group decision making?</b></p>	<p><b>Readings:            Textbook Chapters 9 &amp; 10.            Class Lecture and Discussion. Team formation and working on Group Project as a team</b></p>	<p><b>Team Final Project; Exam 2; Quiz 2</b></p>
<p><b>4. Developing suitable Presentation Skills for the workplace.</b></p>	<p><b>Team formation and working on Group Project as a team</b></p>	<p><b>1<sup>st</sup> Round Presentations; 2<sup>nd</sup> Round Presentations</b></p>

5. Examine challenges of effective organizational communication. What are the basics of communication? What are the methods and tools used in organizational communication? What are the barriers to communication? What are implications for managers?	Readings: Textbook Chapter- 11. Class Lecture and Discussion.	Exam 2; Quiz 2
6. Examine the differences and similarities between leadership, power and politics. Critically understand different types of conflict and how to evaluate the various steps of the negotiation process.	Readings: Textbook Chapters- 12, 13 and 14. Class Lecture and Discussion.	Exam 2; Quiz 2; Exam 3; Quiz 3
7. Analyze the foundations and designs of organizational structures and assess the impact it may have on organizational behavior	Readings: Textbook Chapter 15. Class Lecture and Discussion.	Exam 3; Quiz 3
8. Assess the impact of culture on organizational behavior. Define culture, compare different organizational cultures, examine characteristics of cultures, explore global implications and examine creating and sustaining a positive culture.	Readings: Textbook Chapter 16. Class Lecture and Discussion.	Exam 3; Quiz 3
9. Examine the critical role of Human Resource Policies and Practices on Organizational Behavior such as the value of recruitment methods, initial selection methods, substantive selection methods, types of training, performance evaluation and the leadership role of HR in organizations	Readings: Textbook Chapter 17. Class Lecture and Discussion.	Exam 3; Quiz 3
10. Examine the role of organizational change and the various types of stress at work and ways to manage stress at work	Readings: Textbook Chapter 18. Class Lecture and Discussion.	Exam 3; Quiz 3

### **Academic Honesty:**

If you do it, I will have to report it. Policies on academic dishonesty will be strongly enforced to protect individuals and the integrity of the university.

UTEP Policy: Scholastic dishonesty includes but is not limited to "cheating, plagiarism, collusion, the submission for credit of any work or materials that attributable in whole or part to another person, taking an examination for another person, any act designated to give unfair advantage to a student or the attempt to commit such acts".

### **Disability/UTEP Policy:**

If you have a disability and need classroom accommodation, please contact the Center for Accommodations and Support Services (CASS) at 747-5148 or by email to [casss@utep.edu](mailto:casss@utep.edu), or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at [www.sa.utep.edu/class](http://www.sa.utep.edu/class).

### **Course Grading:**

There will be 3 exams (including the Final Exam) which will carry 160 points each. The exams will be Multiple-choice questions and students will need to bring Scantrons and pencils. There will be 3 in-class quizzes during the semester, each carrying 30 points (Please bring Scantrons and pencils as well). No make-up quiz will be given. Class attendance will be measured by 50 points (So you can claim this 50 points just by coming to class everyday!). Team Written Project will be measured by 200 points and Team Presentation will carry 120 points. Presentation First Round will carry 30% weight and Presentation Second Round will carry 70% weight. Individual Assignment will carry 60 points.

**The final grade will be determined as follows:**

<b>3 Exams @ 160 points each:</b>	<b>480 pts.</b>
<b>3 Quizzes @ 30 points each:</b>	<b>90 pts.</b>
<b>Class Attendance &amp; Participation</b>	<b>50 pts.</b>
<b>Team Written Project</b>	<b>200 pts.</b>
<b>Team Presentation</b>	<b>120 pts.</b>
<b>Individual Assignment</b>	<b><u>60 pts</u></b>
	<b><u>Total Points: 1000 pts.</u></b>

### **Grading Scale and Policy**

<b>Letter Grade</b>	<b>Total Points</b>	<b>Percentage</b>
A	1000-900	90%-100%
B	899-800	80%-89%
C	799-700	70%-79%
D	699-600	60%-69%
F	599-0	Below 60%

The 3 Quizzes will be in class and will only be True/False Questions. They are designed to prepare the students for the 3 Exams. The Quizzes and the Exams will be closed book and notes. If you miss an Exam, please contact or meet me and I will only permit those who have genuine reasons for missing the exam such as illness or crisis. Students must provide documentation of said illness or crisis. If I find the reasons are not genuine then I am bound by UTEP protocol to report the student to the Office of Student Conduct and Conflict Resolution.

There will be no make-up quizzes. **Please turn off and put away all cell-phones, laptops and all electronic gadgets (iWatch, headphones, etc.) during the Quizzes and Exams.**

Students are expected to attend class regularly, which is the key to success in class and also encouraged to participate and engage in meaningful class discussion. Bear in mind that 50 points (5% of the entire course) is available for grabs if you just attend all the sessions and pay attention. Any distracting behavior in class will not be tolerated which includes mindless surfing of the internet on the cell phone or laptop. **Students are highly encouraged to read the assigned chapters before class.**

For the Final Project, **Please hand me the name of your team and team members typed on a single paper on January 31<sup>st</sup>, class session.** Students (working in teams of maximum 8 members) will at first find a local organization in El Paso that they have access to. It can be an organization that a team member is currently an employee or knows someone that works there. A person in the organization will have to give permission to the team for carrying out the team project.

**On February 7<sup>th</sup>, please hand in the Team Project Proposal which in 1 page should say the organization that your team is studying, the particular problem you are focusing on (what is the research question?) and the contact person in the organization who gave permission to do the study. The variables of interest must be of management nature and can be any topic from the 18 chapters of this book.**

The particular problem can be anything from workplace diversity to job satisfaction or stress. It is best that students narrow down their focus as much as possible for instance, they can only focus on job performance in a particular organization in El Paso.

The First Round of Presentations which will be 10 minutes per team, each team will basically 1) Point out their research question (i.e. what is they intend to study) 2) The organization they are studying 3) What are key variables they intend to study? **The First Round of Presentations are on February 14<sup>th</sup>, 19<sup>th</sup> and 21<sup>st</sup> respectively.** Please send me the slides the night before you are presenting via email.

The Complete Project should be 22 to 25 pages double-spaced and contain the solution that the students were looking for. For instance, students can discover some remedies for employee stress and burnout in a particular organization in El Paso.

Even though some teams might wish to divide the project into individual team members, this project actually requires true team effort, for instance, the conclusion of the study cannot be done in isolation. In addition, a lot of judgment and trials will be involved in choosing the research question and the particular organization to study and then again, there is no best research question or the best organization to study in El Paso; it is all about how you frame your research question and the quality of your writing.

You must remember, that the research question must be interesting to the reader and your writing should be of high quality to get a good grade. **The final project is due on April 25<sup>th</sup>. Each team should hand in two printed copies and also submit a copy digitally on Blackboard so that I can run it through the Plagiarism software. Please refrain from submitting something that you already submitted for another class as it will come up as plagiarism and I will have to report it.**

You will be doing this research only for this class as a class assignment; all employees you interview or administer surveys should be at least 18 years old and voluntarily participate in your research. All employees should remain anonymous. If you want to publish this research or present this research outside this classroom, you must obtain permission from the IRB (Institutional Review Board) at UTEP as human subjects are involved.

**On May 7<sup>th</sup>, 9<sup>th</sup> and 14<sup>th</sup>, teams will be presenting their solutions and the best solution they recommend and Why?. The Second Round of Presentations will be 20 minutes per team (15 minutes for presenting and 5 minutes for Q/A).** Please send me the slides the night before you are presenting via email. Teams need to particularly focus on the importance of their study (why their variable of interest is worth studying) and what is the contribution of their study (what insights did they gain from conducting this study).

**The Individual Assignment is Due on April 30<sup>th</sup>** and I will give detailed instructions regarding the individual assignment as the course progresses. **The Individual Assignment is an 800-word assignment that each student needs to turn in on April 30<sup>th</sup> (two copies printed and one copy digitally via Blackboard). Please refrain from submitting something that you already submitted for another class as it will come up as plagiarism and I will have to report it.** Please under no circumstances should you collaborate with each other on the Individual Assignment. Each Individual Assignment should be unique and I want to know how each individual thinks. If two individual assignments are similar, I will have to report you.

**TENTATIVE CLASS SCHEDULE / TOPIC DISCUSSION**

WEEK	DAY	DATE	SUBJECT	TOPIC
1	Tuesday	January 22 <sup>nd</sup>	Intro / Syllabus	Go over Syllabus and Brief One-to-One Introduction
	Thursday	January 24 <sup>th</sup>	Chapter 1	What is Organizational Behavior?
2	Tuesday	January 29 <sup>th</sup>	Chapter 2	Diversity in Organizations
	Thursday	January 31 <sup>st</sup>	Chapter 3	Attitudes and Job Satisfaction <b>Hand in Names of Teams (8 students Maximum; 6 students Minimum)</b>
3	Tuesday	February 5 <sup>th</sup>	Chapter 4	Emotions and Moods
	Thursday	February 7 <sup>th</sup>	Chapter 5	Personality and Values <b>Hand In Team Project Proposal (1 Page)</b>
4	Tuesday	February 12 <sup>th</sup>	Chapter 6	Perception and Individual Decision Making
	Thursday	February 14 <sup>th</sup>	<b>Presentations First Round</b>	<b>10 minutes per Team (No Q/A or any interruptions)</b>
5	Tuesday	February 19 <sup>th</sup>	<b>Presentations First Round</b>	<b>10 minutes per Team (No Q/A or any interruptions)</b>
	Thursday	February 21 <sup>st</sup>	<b>Presentations First Round</b>	<b>10 minutes per Team (No Q/A or any interruptions)</b>
6	Tuesday	February 26 <sup>th</sup>	<b>Quiz 1</b>	<b>Chapters 1 to 6</b>
	Thursday	February 28 <sup>th</sup>	<b>Exam 1</b>	<b>Chapters 1 to 6</b>
7	Tuesday	March 5 <sup>th</sup>	Chapter 7	Motivation Concepts
	Thursday	March 7 <sup>th</sup>	Chapter 8	Motivation: From Concepts to Applications
8	Tuesday	March 12 <sup>th</sup>	Chapter 9	Foundations of Group Behavior
	Thursday	March 14 <sup>th</sup>	Chapter 10	Understanding Work Teams
<b>9</b>	<b>Tuesday</b>	<b>March 19<sup>th</sup></b>	<b>No Class</b>	<b>Spring Break</b>
	<b>Thursday</b>	<b>March 21<sup>st</sup></b>	<b>No Class</b>	<b>Spring Break</b>
10	Tuesday	March 26 <sup>th</sup>	Chapter 11	Communication
	Thursday	March 28 <sup>th</sup>	Chapter 12	Leadership
11	Tuesday	April 2 <sup>nd</sup>	<b>Quiz 2</b>	<b>Chapters 7 to 12</b>

	Thursday	April 4 <sup>th</sup>	<b>Exam 2</b>	<b>Chapters 7 to 12</b>
12	Tuesday	April 9 <sup>th</sup>	Chapter 13	Power and Politics
	Thursday	April 11 <sup>th</sup>	Chapter 14	Conflict and Negotiation
13	Tuesday	April 16 <sup>th</sup>	Chapter 15	Foundations of Organization Structure
	Thursday	April 18 <sup>th</sup>	Chapter 16	Organizational Culture
14	Tuesday	April 23 <sup>rd</sup>	Chapter 17	Human Resource Policies and Practices
	Thursday	April 25 <sup>th</sup>	Chapter 18	Organizational Change and Stress Management
15	Tuesday	April 30 <sup>th</sup>	<b>Quiz 3</b>	<b>Team Projects Due</b> <b>Chapters 13 to 18</b> <b>Individual Assignment Due</b>
	Thursday	May 2 <sup>nd</sup>	<b>Final Exam</b>	<b>Chapters 13 to 18</b>
16	Tuesday	May 7 <sup>th</sup>	<b>Presentations</b> <b>Second Round</b>	<b>20 minutes per Team (15 minutes</b> <b>Presentation; 5 minutes Q/A and</b> <b>Comments)</b>
	Thursday	May 9 <sup>th</sup>	<b>Presentations</b> <b>Second Round</b>	<b>20 minutes per Team (15 minutes</b> <b>Presentation; 5 minutes Q/A and</b> <b>Comments)</b>
17	Tuesday	May 14 <sup>th</sup> <b>(1:00pm-</b> <b>3:45pm)</b>	<b>Presentations</b> <b>Second Round</b>	<b>20 minutes per Team (15 minutes</b> <b>Presentation; 5 minutes Q/A and</b> <b>Comments)</b>



## Team Project Outline

1. Cover Page (1 Page): Includes the Team Group Name (e.g. Hamilton Consultancy INC), Names of Team Members and Date.
2. Abstract (200 words) (1 Page): Very concise description of the problem that the team tried to solve and how they solved it (i.e. the solutions) The Abstract should be very precise and from just reading it, the reader should understand the problem being investigated, the context of the problem (i.e. the organization being studied and its employees) and the solutions to the problem
3. Executive Summary (2 pages): The Executive Summary is essentially an extended version of the abstract. It is supposed to be 2 pages but it is actually a mini team project as it will include all the sections of the project (Introduction, Company Analysis, Define the Problem, Alternatives, Recommendations and Conclusion). All important points must be included in the Executive Summary and from reading the Executive Summary, the reader should understand and get a clear idea about the team project.
4. Introduction (3 Pages): Company information (what type of company is it, how many employees, what is its main product or service), the company has to be real (you have to provide information about the employee that granted you access; also describe how you have access to this organization (i.e. either a team member is employed or he/she knows someone who is), the context of the organization (i.e. where is the organization located) **and the goal of this project (i.e. what do you want to achieve (e.g. how to increase job satisfaction of employees of XYG Firm)**
5. Company Analysis (6 Pages):

Explain the variables of interest and provide reasons for researching these variables (you have to do secondary research on this variables; the textbook can be a help (Organizational Behavior, Robins and Judge) but you need to go on to Google-Scholar and search some of these variables that interest you. Please cite all your sources. You can cite academic journals, reports, news or any relevant information. You should have at least 4 key variables.

- Variable 1( Define variable, explain why it's important for the company, and analyze what is going on in the company in relation to the variable of interest) For instance, for the XYG Firm you might be particularly interested in job stress as the firm has very few employees who always work overtime. The second variable in this scenario can be work-family conflict as employees working overtime definitely affect their family lives and so on.
- Variable 2
- Variable 3
- Variable 4
- Variable 5
- Variable 6

6. Define the problem (2 Pages): So the variables you are studying what problems have you found in relation to these variables. State and highlight the most important problem you found in your organization and why is it important to resolve this problem.
7. Alternatives (4 Pages): Discuss and analyze 3 to 6 alternatives to solve the problem you identified.
8. Recommendation (3 Pages): Choose one of the alternatives as recommendation and provide rational behind your recommendation.
9. Conclusion (2 Pages): Basically, list what you learned from the Team Project; what insights did you gain from this endeavor; Did it enrich your Organizational Behavior knowledge? Will it help you when you graduate and are in the work force working for an organization?
10. References or Works Cited

**(Total 24 Pages without Works Cited)**

**Grading Rubric For the Team Project:**

Creativity/Originality of the Idea (its includes the organization you chose, the key variables you chose, the problem you identified) (Good research should be interesting!)-15%

Has all the necessary components listed above from No. 1 to No. 10-70%

Grammar and quality of Writing-15%

**Grading Rubric For Team Presentations:**

Enthusiasm-20% (How excited are you about this team project? You need to show passion)

Flow of Presentation-20% (This includes the overall quality of the presentation and presentation abilities of individual presenters; you should must practiced the presentation before and give your best presenters more time to present as some are naturally really good presenters)

Engaging the Audience-10% (This can be done by asking the audience questions or making eye-contact)

Content- 50%

What is the problem and what is the organization you are studying? What variables are you studying-First Round Presentation

What relationship did you find between the variables? What are the solutions? Which solution are you recommending? What did you learn from this team project?-Second Round Presentation