

Organizational Theory and Behavior
THURSDAYS
January 20, 2026 – March 15, 2026
5:00 p.m. - 8:00 p.m.
USASMA RM 104

Hybrid Curriculum Instructor: Leticia Paez, MA., MPA

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Office Hours: Scheduled upon request

Course Description

The course will be conducted using the basic principles of adult learning those being (1) participants learn best when they feel valued, (2) new material is related to what they already know and (3) material is relevant to their professional development and their day-to-day activities.

Course Structure

Organizational Theory and Behavior (MLS 5315) is a course of the *Master of Arts in Leadership Studies* (MLS) Program. This course is delivered via the Hybrid method, consisting of face-to-face sessions and online assignments as well as ULTRA BLACKBOARD DISCUSSIONS.

Learning Objectives

By the end of this course you will:

1. Describe the evolution of organizational theory taking into account history, power & politics, organizational culture, and leadership
2. Categorize the role of various values in the development and functioning of organizations and how these values relate to organizational theory
3. Describe the issues of gender and age in the evolution of modern day organizations

Course Requirements & Expectations

To get a grade of **A** you must **participate** throughout the course in all the activities **AND** actively engage in critical thought exercises. You must make sure that you double review all your work for accuracy of content and language (spelling, grammar etc.). Please remember that according to the UTEP grading schedule A=EXCELLENT therefore you must demonstrate excellence to get a grade of “A”.

Student performance will be evaluated on Class Engagement/Attendance, Lessons Learned Discussions, Photo Story Critical Thinking Presentation, Organizational Leadership Plan Development, and Final Exam.

All students are **REQUIRED** to read the weekly assignments as posted on this Syllabus whether or not you will be presenting on the subject matter to be discussed in class. There may be a non-graded 1-question quiz each week to assess student knowledge of the subject matter to be discussed.

Develop your **ORGANIZATIONAL LEADERSHIP PLAN** based on Scandura and Van Wart textbooks, consisting of your analysis and understanding of course assigned readings from **Feb 5- Mar 5, 2026**. Template for this assignment will be posted on Blackboard.

LESSONS LEARNED (3) must be posted by **11:59 p.m. on the SATURDAY** following the assignment date on your SYLLABUS.

Lesson Learned should be written **addressing 3 aspects** those being **(a)** what the most important lesson learned from that particular class session **(b)** why this lesson is important to you and **(c)** how could/would you apply the lesson learned to either your current or future organizational work.

There is no required length for Lessons Learned posting; however, these posting should include sufficient information to cover **ALL THREE ASPECTS** of these assignments. Eight-10 sentences is the “recommended” length.

Each student is **REQUIRED** to **(1) POST** a Lesson Learned as specified in the course assignments **AND (2) RESPOND** to **3 Lesson Learned** as posted by the **other students** in order to enrich the learning and BBL ULTRA discussions.

ANY ASSIGNMENT NOT SUBMITTED ON TIME OR IN THE APPROPRIATE FORMAT WILL NOT BE GRADED RESULTING IN A GRADE OF “0”.

Grading Structure

All students start this class with 0 points and can earn as many points as your work effort and course participation reflects. Attendance is **REQUIRED** at all class sessions. In the event that you need to be absent from a class session, please

inform the instructor IN ADVANCE. **Any more than one absence will result is a course grade of “W” and the student will be advised to take the class at some other time. If the official University withdrawal date has passed, the student will receive an INCOMPLETE for any more than 1 class absence.**

Class attendance and engagement/participation is crucial in this course to keep the class interesting for your classmates. Class engagement is evaluated on subject matter clarity, accuracy, precision, relevance, depth, breadth, logic, and significance in class discussions.

Final exam	30 points
Photo Story Critical Thinking Presentation (Instructions Pg. 8-9)	25 points
Organizational Leadership Plan	25 points
Lessons Learned (3 DISCUSSION BOARDS @ 5 points each)	15 points
Class Engagement & Attendance	5 Points

Total: 100 Points

The FINAL EXAM must be EMAILED to me as an ATTACHMENT by the due date/time in order for it to be graded. The objective of the final exam is to evaluate and measure the students’ understanding and comprehension of the materials presented. DO NOT POST/EMIAL FINAL EXAM ON Blackboard ULTRA .

Please **DO NOT USE Blackboard ULTRA** for any email communication or to send **ATTACHMENTS** unless otherwise specified in an assignment. All email communications to/from/with the course instructor must be conducted by use of email lpaez@utep.edu. For email communication with students, the instructor will use only UTEP email address as stated in Course Syllabus.

Cell phones are required to be placed on “silent” mode during class sessions and are not to be used during class time. In consideration for fellow classmates and the discussion process, each class member is expected to participate in class session in an environment clear and free of any distractions as well as report into all class sessions on time.

MLS 5315 Course Texts

1. Scandura, Terri A. (2018) Essentials of Organizational Behavior: An Evidence-Based Approach. Los Angeles: SAGE Publishing. **3rd Ed. (SCAN)**
ISBN: 978-1-5063-8846-5
2. Van Wart, Montgomery. (1998) Changing Public Sector Values. New York: Garland Publishing, Inc. **(VW)**
ISBN: 10: 0815320728 or ISBN-13: 978-0815320722

Course Schedule and Related Assignments

DATES	TOPIC	ASSIGNMENTS
<p>THURSDAY Jan. 22, 2026</p>	<p style="text-align: center;">Course Expectations/Introductions / Logistics/ Team Assignments/Overview</p> <p style="text-align: center;">READING ASSIGNMENT: CHAPTER 1 SCANDURA</p>	<p>Prepare and submit a personal introduction to include the following information: (1) what undergraduate degree (s) have you completed (2) info which you wish to share about your family (3) your hobbies (4) what you hope to do upon completion of your MLS degree (5) your cell phone number and (6) UTEP email address.</p> <p>ALL STUDENTS ARE REQUIRED TO USE A UTEP EMAIL ADDRESS for communication in this course. Please submit this assignment via EMAIL: lpaez@utep.edu</p> <p>DUE DATE: Jan 26, 2026</p>
<p>THURSDAY Jan. 29, 2026</p>	<p style="text-align: center;">TOPICS What is Organizational Behavior?</p> <p style="text-align: center;">Foundations of Organizational Theory</p> <p style="text-align: center;">Neo Classic, Power and Organizational Culture</p>	<p style="text-align: center;">Class Discussion on assigned readings listed for January 22, 2026</p> <p style="text-align: center;">Lesson Learned # 1</p>
<p>THURSDAY Feb. 5, 2026</p>	<p style="text-align: center;">TOPIC: Group Process and Teams Leadership and Influence</p> <p style="text-align: center;">READING: SCANDURA Chapter 10 Jose Arceo</p> <p style="text-align: center;">READING: SCANDURA Chapter 6 Allan Carcamo</p>	<p style="text-align: center;">PHOTO STORY CRITICAL THINKING PRESENTATION</p>

<p>THURSDAY Feb. 12, 2026</p>	<p>TOPICS: Managing Conflict & Negotiations Diversity & Cross-Cultural Adjustments Leading Change</p> <p>READING: SCANDURA Chapter 11 Clayton Cope</p> <p>READING: SCANDURA Chapter 13 Curtis Wilson</p> <p>READING: SCANDURA Chapter 15 Andres Galindo</p>	<p>PHOTO STORY CRITICAL THINKING PRESENTATION</p> <p>Lesson Learned #2</p>
<p>THURSDAY Feb. 19, 2026</p>	<p>TOPICS Organizational Culture Organizational Values</p> <p>READING: SCANDURA Chapter 14 Harvy Angeles</p> <p>READING: Van Wart Chapter 4 The Role of Organizational Values Dominique Johnson</p> <p>READING: Van Wart Chapter 1 The Five Value Sources Used in Decision-Making Jose Mendoza</p>	<p>PHOTO STORY CRITICAL THINKING PRESENTATION</p>

<p>THURSDAY Feb. 26, 2026</p>	<p style="text-align: center;">TOPIC</p> <p style="text-align: center;">Age Gap, Culture and Gender Impact on Modern Day Organizations</p> <p style="text-align: center;">READING: Age Diversity: Challenges and Solutions to bridge the Inter-Generational Gap https://www.linkedin.com/pulse/age-diversity-challenges-solutions-bridge-gap-sahar-andrade-mbbch</p> <p style="text-align: center;">Tackling 4 Key Challenges of the Multigenerational Workforce https://www.businessnewsdaily.com/6609-multigenerational-workforce-challenges.html Damicah Belford</p> <p style="text-align: center;">READING: Gender, Culture, and Organizational Theory BBL Article #4 Erik Dillow</p>	<p style="text-align: center;">PHOTO STORY CRITICAL THINKING PRESENTATION</p> <p style="text-align: center;">PHOTO STORY CRITICAL THINKING PRESENTATION</p> <p style="text-align: center;">Lesson Learned # 3</p>
<p>THURSDAY Mar. 5, 2026</p>	<p style="text-align: center;">TOPICS</p> <p style="text-align: center;">Power and Politics Organizational Communications Decision-Making/Problem Solving</p> <p style="text-align: center;">READING: SCANDURA CHAPTER 7 Christina Fowler</p> <p style="text-align: center;">READING: SCANDURA Chapter 12 Heng Dillard</p> <p style="text-align: center;">READING: SCANDURA Chapter 5 Daniel Flinn</p>	<p style="text-align: center;">PHOTO STORY CRITICAL THINKING PRESENTATION</p> <p style="text-align: center;">ORGANIZATIONAL LEADERSHIP PLAN</p>

THURSDAY MAR. 12, 2026	TAKE HOME FINAL EXAM No Class Session	FINAL EXAM DUE March 15, 2026
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PHOTO STORY CRITICAL THINKING (PSCT) PRESENTATION

In order to complete the PSCT assignment, you will need to do some “out of the box” /abstract/critical thinking. This assignment is composed of **PRESENTING** your subject matter based on your assigned **READING (NOT summarizing them)** using photography.

Students will present their subject matter (Power Point Presentation) in 20 minutes followed by 10 minutes Q & A discussion led by the presenter. **TOTAL TIME FOR EACH CLASS PRESENTATION SHOULD NOT EXCEED 30 MINUTES.**

The idea of this assignment is to get you to think critically, contrast, compare, reflect, and gain an understanding of the overall meaning of your topic/subject area. This assignment requires **CREATIVITY AND ANALYTICAL THINKING** and lots of imagination. Set your mind and your camera free. **The assignment is intended to be creative and fun so there is no need to STRESS over this.**

The most effective and simplest manner to approach this assignment is to do the following:

Step 1 is to become completely familiar with the content of your assigned **READING** materials.

Step 2 is to decide how you will approach this assignment ... in other words, develop a plan and select a **CONCEPT** that you will want to utilize in addressing this assignment.

Step 3 involves the actual **TAKING** of photographs to address/depict your learning and understanding of the assigned reading materials. When taking photos of individuals, please be sure to obtain consent in advance. To the extent possible, it is recommended that you photograph objects or “concepts” in order to avoid the need for consent. **Internet photographs are not allowed nor are photos of past military experience.** The idea is to **BE CREATIVE ...TAKE photos related to your reading assignment presentation.** All photography should be original and related to your **SUBJECT MATTER** for your specific presentation.

Step 4 is to develop a presentation for class session. This should be done through a Power Point Presentation that is to be subscribed or in some form, in a few words, tell a **BRIEF** story about the assigned reading and what each photograph addresses/depicts about each of the **LEARNNG OBJECTIVES** from the Scandura text assigned chapter. Label each slide with the related **LEARNING OBJECTIVE**. Students presenting on the Van Wart text will address questions on page 8 and label their presentation accordingly.

Step 5 is to make your presentation to the class on the assigned date and discuss how, why and what your photos portrait. In other words, explain **WHAT EACH** of your **PHOTOS** depict.

STUDENTS PRESENTING ON THE **VAN WART READNG ASSIGNMENTS** SHOULD ADDRESS THE FOLLOWING QUESTIONS:

- **Specify the subject area covered in your assigned READING (TOPIC)**
- **Define HOW and IN WHAT WAY your subject area applies to modern day organizations**
- **What are the KEY POINTS of your subject area in relationship to ORGANIZATIONAL CULTURE?**
- **How do these KEY POINTS influence ORGANIZATIONAL LEADERSHIP?**
- **How do these KEY POINTS apply to GROUP PROCESS & TEAMS?**
- **What impact does your subject area have on ORGANIZATIONAL COMMUNICATIONS?**
- **What impact does your subject area have on ORGANIZATIONAL BEHAVIOR?**

Your grade for the PHOTO STORY assignment is dependent on CREATIVITY, ORIGINALITY in developing your concept through photography, and engagement in the process of the assignment.

01.16.2026 REV 2
Subject to Change