



MGMT 3303-001
Introduction to Management
and Organizational Behavior
Fall 2021
CRN 11341

Instructor:	Matthew Griffith, PhD
Email:	Please contact me through Blackboard Course Messages
Faculty Profile:	https://hb2504.utep.edu/Home/Profile?username=mdgriffith
Office Location:	BUSN 228
Office Hours:	Tuesday 11:50 am - 2:00 pm, Thursday 11:50 am - 2:00 pm, (all office hours held in person or virtually here: https://us.bbcollab.com/guest/e482cea07a5b47d097ed9fc0f21c68ca)
Meeting Times:	10:30 - 11:50 am Tuesday/Thursday
Meeting Location:	Business Administration 309

Course Description

An introduction to the management functions of planning, organizing, leading, and controlling. Emphasis will be given to organizational behavior concepts, international business, ethical issues, and quality management perspectives.

Course Overview

This class provides an introduction to the topics of management and organizational behavior. My aim is to help you understand the fundamentals of what affects individual and group behavior in organizations through a blend of readings, lectures, videos, simulations, discussion, and case studies. We will cover diverse topics in the course including leadership, motivation, group dynamics, personality, and other aspects involved in the effective management of human behavior. The focus of the course is to understand and value individuals, groups, leaders and the organization from a behavioral perspective especially for achieving effective management.

Course Prerequisites: ACCT 2301, ACCT 2302, ECON 2303, ECON 2304, MATH 2301 or MATH 1411, QMB 2301

Learning Goals

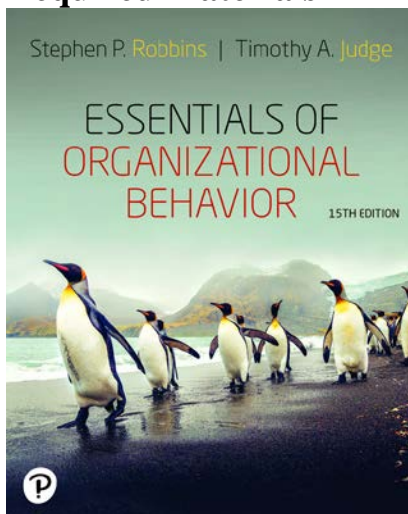
1. Students will identify how individual differences of employees influence individual behaviors and job-related outcomes in organizations.

2. Students will explain group dynamics and development, compare the effectiveness of different group managing techniques, and understand how to organize effective teams.
3. Students will identify how organizational-level structure, culture, and policies shape individual and group behaviors in organizations.
4. Students will compare different theories of leadership, understand effective organizational communication, and evaluate different conflict handling and negotiation techniques.
5. Students demonstrate social responsibility, and explain how business ethics, diversity, cross-cultural differences influence individual and group behaviors in organizations.

Learning Disclaimer

Students vary in their competency levels and you should expect to be successful *only if* you honor all course policies, attend classes regularly, complete all assigned work in good faith and on time, prepare adequately for quizzes and exams, and meet all other course expectations of you as a student.

Required Materials



Robbins, S. P. & Judge, T. A. (2022). *Essentials of Organizational Behavior* (15th ed.). New York, NY: Pearson.
ISBN: 9780134523859
Price: \$39.96 - \$74.99

You are welcome to rent or buy either a print or digital copy.
eTextbook available at:

<https://www.bkstr.com/texaselpasostore/product/essen-of-organizational-behavior---rrphe--885152-1>

or

<https://www.pearson.com/store/p/essentials-of-organizational-behavior/P100003054018/9780137438617>

Additionally, you must purchase the Harvard Business Publishing Coursepack available at:

<https://hbsp.harvard.edu/import/856165>

Price: \$15.00

Supplemental readings and exercises will be given out during the course.

Grades

Grades

Grade Components

	Points
Discussion Boards (10 x 6 points)	60
Simulation	15
Final Project	100
Peer Reviews	20
Syllabus Quiz	10
Exams (3 x 63 points)	189
Final Exam	63
Total	457 points

Grading Scale

Grade	Points	Organizational Equivalent
A	411 – 457	Promoted
B	365 – 410	Raise
C	319 – 364	No Raise
D	274 – 318	Performance Improvement Plan
F	0 – 273	Fired

Blackboard

Blackboard is an online learning management system (accessed through <https://my.utep.edu/>) which will be used as the medium for this course. Outside of lectures, all communication, assignments, class materials, quizzes and exams, and dissemination of grades will occur through Blackboard. My recommendation is to check Blackboard at least every other day for updates.

Discussion Boards (Participation)

Managers rarely, if ever, operate in isolation. They solicit information and informed opinions from others, present their own views, and engage in many discussions prior to undertaking any major actions. Therefore, you must participate to be successful in this course. You will participate in weekly discussions with your peers via the Discussion Board in Blackboard. You will be required to post a detailed response to the given prompt as well as engage in class discussion by responding to the posts of your peers—you must response to a minimum of two of your peers each week in addition to your initial response to the prompt. Preparation is important to contribute effectively to class discussions; thus you should read the assigned material before each posting to the discussion board. For the discussion boards, I am looking for (a) relevance to the course concepts (as evidenced by you utilizing the evidence-based concepts you have learned about from the readings and activities in your postings) and (b) quality contributions to the discussion with your peers. Quality contributions have one or more of the following characteristics:

- Builds on others comments
- Links to relevant content from learning in the course
- Demonstrates reflective and critical thinking
- Shows respect for the positions and opinions of others
- Students are expected to participate in accordance with the rubric below

A response to another student such as "I liked your comment" is not considered constructive nor a quality posting. Analysis and critique is the goal. Discussions are relatively informal but professionalism is encouraged. Your postings will generally not be graded for spelling, grammar, or APA Style; however, if you refer to a source you should provide the reference in APA style.

- I will grade discussions as per the following rubric. This scoring is subjective and relates directly to the quality of responses. For the most part, all discussions will be graded according to the following rubric:

Criteria	Levels of Achievement		
	Proficient (3)	Competent (2)	Novice (1)
Completeness	Posts are complete based on prompt/format and have good amount of relevant content	Posts are mostly complete based on prompt/format and have satisfactory amount of relevant content	Posts are incomplete based on prompt/format and lacks relevant content
Quality	Exceeds expectations and demonstrates critical thinking	Meets minimum expectations and demonstrates some critical thinking	Below expectation and lacks critical thinking

Discussion Boards will open with the module on Monday and remain open for the entire semester so you can continue good discussions indefinitely if desired. However, your response to the initial prompt and your responses to at least two other students posts are due on Sundays at 11:59 pm. As with other work in this course (see "Late Work" below) ***I will not grade posts made after the due date.*** In lieu of grading late submissions, you will be allowed to drop one discussion board grade at the end of the semester.

Simulations and Exercises

You will participate in an online simulation this semester. **Each student must purchase access to these through Harvard Business Publishing (link above).** Your participation in simulations, as well as the assignments that follow them, is a requirement of this course. Students who are not prepared, and who do not participate in the simulations and associated assignments will not receive credit.

Final Project

A written final project will be due near the end of the semester. The project constitutes a major portion of your final grade and consists of a written paper (essay) of no more than 2000 words. Note that you can do this either as an individual or with one other student (no more than 2 students may work together on the project). Regardless of whether you choose to work on your own or with someone else, the standards for grading will be the same. If you do commit to work with another student, understand that both students will receive the same grade. The prompt you must respond to in the paper is:

“Design the ideal organization. Use course concepts to defend your answer.”

This question is intentionally open-ended and admittedly VERY difficult. **You should start thinking about this project from the first week of class—you should be thinking all semester about which lessons matter most and how they fit together.** In your paper I encourage you to be as creative as possible, while at the same time weaving together concepts related to major topics in the class. To do well on this assignment, you must incorporate evidence-based concepts you have learned this semester.

Please note that a first draft of this assignment is due about two weeks before the final version for peer review feedback. You will also be responsible for providing at least 150 words of feedback and suggestions on at least two other drafts of papers from your fellow students.

As with all work in this course, late projects will not be accepted.

Exams

Three non-cumulative examinations will be given during the semester, along with a cumulative final exam. Exams 1, 2, and 3 will be administered during regular class times on the dates indicated on the class schedule. The final exam will be given according to the university’s final exam schedule. The exams may include multiple choice, short-answer, and essay questions taken from the lecture, textbook, and supplemental readings given. No make-up exams will be allowed, except in cases warranted by extraordinary circumstances (note that a job interview, business trip, or competing deadline at work or school is not an extraordinary circumstance), and supported with documented evidence (note that university policy does not allow make-up final exams for any reason). Students who do not provide documented evidence for missing an exam will receive zero points.

All quizzes and exams will be administered online through Blackboard using the Respondus Lockdown Browser. Thus, you are required to have an internet-connected device (Windows or Mac OS) with the Respondus Lockdown Browser installed for taking the quizzes and exams. For an introduction to Respondus Lockdown Browser watch <https://www.youtube.com/watch?v=XuX8WoeAycs>. For instructions on installing the browser see https://www.utep.edu/technologysupport/Files/docs/MM_Respondus-Student.pdf.

In addition to the Lockdown Browser, the final exam this will be monitored with a feature on the LockDown Browser called Respondus Monitor (there is nothing else you need beside the LockDown Browser). Respondus Monitor will require the use of a webcam to verify your

identity, your testing environment, and monitor your actions during the exam. Respondus Monitor uses artificial intelligence to alert me to cheating and other suspicious behavior—I can then go and review the video evidence from your webcam. In other words, treat this exam just the same as you would for an exam proctored in the classroom.

Extra Credit

There may be opportunities for extra credit throughout the semester. These opportunities will be presented to the class as they become available. They usually entail participation in research or additional assignments. If given, these points will be added to your final grade at the end of the semester.

Course Policies

Attendance and Participation

Your participation in class is required both in person and online—i.e., you must participate to be successful in the course. Because participation is a required component, you are expected to:

- Attend all in person lectures each week
- Read/view all assigned course materials to ensure understanding of the topics
- Participate in engaging discussions with your peers on the Discussion Boards (grading information is provided with each forum)
- Complete all activities under each weekly module (assignments, quizzes, etc.)
- Complete all major assignments and exams

Remember, preparation is important to contribute effectively to class discussions. Thus, you should read the assigned material *before* participating in each Discussion Board.

You will also be responsible for providing a 150 word or more peer review (feedback and suggestions) on at least two other student's (or pair of students) draft final project.

Late Work

Most deadlines for are set for 11:59 pm each Sunday (see course calendar for specifics). Deadlines are firm. Any assignments which are turned in after the deadline (date and time) are late and will not be accepted. A grade of zero will apply to all late assignments.

Technology Requirements

Although this is primarily on in person class, aspects of it will delivered via Blackboard, thus you will be expected to have daily access to a computer, the internet, and email. You will need a stable internet connection to participate in the class along with a supported web browser (Blackboard works best with Google Chrome and Mozilla Firefox; other browsers may cause problems with Blackboard).

Besides an internet connected computer, you will need speakers/headphones, a webcam, and a microphone (most modern laptops have all of these features built in). In addition to the hardware, you will need the following software installed: Microsoft Office, Adobe Acrobat Reader, Windows Media Player or QuickTime, and Java. Make sure all your hardware and software are up-to-date to access all parts of the course.

If you do not have Microsoft Word, you can download it and other Microsoft Office programs (Excel, PowerPoint, etc.) for free via UTEP's Microsoft Office Portal here:

https://www.utep.edu/technologysupport/ServiceCatalog/SOFTWARE_PAGES/soft_microsoftoffice365.html.

If you do not own a computer or have personal access to the internet, there are computers accessible to you in UTEP's computer labs that are connected to the internet. For further information on computer labs, please see the following website:

<https://www.utep.edu/technologysupport/>.

IMPORTANT: If you encounter technical difficulties with your computer, software, or Blackboard at any point during the semester, please contact the UTEP Help Desk at 915-747-4357 or helpdesk@utep.edu. They are trained specifically in assisting with the technological needs of students. Please do not contact me for this type of assistance—the Help Desk is much better equipped than I am to assist you!

Professionalism (Netiquette)

The use of the internet to work remotely is commonplace in today's organizations and this way of working comes with new and updated professionalism and etiquette guidelines. In this class, I expect all students to engage in good "netiquette" (network etiquette) behavior. The UTEP Netiquette Guide for Online Course can be found here:

https://www.utep.edu/extendeduniversity/cid/_Files/docs/faculty-resources/student-orientation/NetiquetteGuideforOnlineCourses.pdf. In the corporate world, violating these netiquette guidelines is a good way to isolate yourself from the team and miss out on promotions and positive performance evaluations. In some organizations, violations may also be cause for termination.

Protocols of Communication

All students are welcomed and encouraged to communicate with the instructor on issues relating to the course, assignments, grading, or other issues. The best way to contact me is live during office hours. The second-best way to contact me is through Blackboard Messages. I do not, however, check messages on the weekends. Since I get a variety of email each day, messaging me through Blackboard will ensure I read your email immediately. All communication between student and instructor and between student and student should be respectful and professional (see netiquette above). Your Miners Email is the only official student email at UTEP and I will only communicate with you via Blackboard or your Miners Email. You are responsible for checking your Blackboard and Miners Email account regularly.

Course Accessibility

It is my goal that this class be an accessible and welcoming experience for all students, including those with disabilities that may impact learning in this class. If anyone believes the design of this course poses barriers to effectively participating and/or demonstrating learning in this course, please meet with me (with or without a Center for Accommodations and Support Services (CASS) accommodation letter) to discuss reasonable options or adjustments. During our discussion, I may suggest that you contact CASS (Union East 106; 915-747-5148; cass@utep.edu) to talk about academic accommodations. You are welcome to talk to me at any point in the semester about course design concerns, but it is always best if we can talk at least one week prior to the need for any modifications.

COVID-19

If you have tested positive for COVID-19, you are encouraged to report your results to covidaction@utep.edu, so that the Dean of Students Office can provide you with support and help with communication with your professors. It is important to follow all instructions that you receive as part of the diagnosis, including isolation and staying at home until a negative test is produced.

If you experience COVID-19 symptoms, please follow the isolation protocol by staying at home and getting tested as soon as possible. If the test is negative but you are still seeking accommodations, please contact the Dean of Students Office for guidance in a timely manner. I will work with the Dean of Students Office to determine the extent of any such accommodations.

I strongly encourage you to think and act proactively in all matters related to COVID-19 and your academic endeavors. The Center for Disease Control and Prevention recommends that people in the El Paso area (an area of substantial or high COVID-19 transmission) wear face masks when indoors in groups of people (such as a classroom). The best way that Miners can take care of Miners is to get the vaccine. I have received both doses of the vaccine and encourage you to do the same. If you still need the vaccine, it is widely available in the El Paso area, and will be available at no charge on campus during the first week of classes. For more information about the current rates, testing, and vaccinations, please visit epstrong.org.

Academic Honesty

Academic Integrity and Scholastic Dishonesty

Scholastic dishonesty in any form will not be tolerated and will be dealt with strictly in accordance with UTEP's *Handbook of Operating Procedures* and the Regents' *Rules and Regulations*. Please review the policies to learn your rights, obligations, and responsibilities at <https://www.utep.edu/student-affairs/osccr/student-conduct/academic-integrity.html>.

There is a strict “zero tolerance” policy toward cheating, plagiarism, and other forms of scholastic dishonesty as they relate to all aspects of this course, its assignments, quizzes, exams,

and all other activities. Any student caught violating any policy in the *Handbook of Operating Procedures* will receive an “F” for the course and will be referred to the Office of Student Conduct and Conflict Resolution for further action.

Plagiarism

We will utilize Blackboard’s SafeAssign for all written assignments in this course. SafeAssign is a tool used to prevent plagiarism and to help students identify where to properly attribute sources. It compares submitted assignments against internet, document archives, and other databases to identify areas of overlap between the submitted assignment and existing works. Accordingly, you must submit your assignments electronically through Blackboard by the date and time the assignment is due. After the assignment is processed, the instructor will receive a report that states if and how another author’s work was used in the assignment. For a more detailed look at this process, visit https://help.blackboard.com/Learn/Student/Assignments/Assignments_SafeAssign. Although your paper may be returned with a grade, no grade is final until a satisfactory report from SafeAssign has been received.

Copyright Statement

All materials used in this course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They may not be further disseminated.

Student Resources

Technology Support

This course depends on reliable technology and access to Blackboard. If you have any technology or Blackboard related questions or issues this semester, please contact the Technology Support Help Desk 24/7 by phone, email, or chat. All of their contact information is available on their home page at <https://www.utep.edu/technologysupport/index.html>.

University Library

This course requires you to know where to find and how to use the best available evidence regarding management practices and processes. Libraries are your best source for this information. You are expected to know how to use the library’s resources. If you are not familiar with using the library, please ask for assistance from the library’s personnel, take workshops provided by the library, or visit the library’s website (<https://www.utep.edu/library/>).

The subject librarian for the College of Business Administration is Lilia Fernandez. Feel free to contact her with any of your research or library needs (<https://www.utep.edu/library/people/subject-specialist.html>).

University Writing Center

Effective business writing is one of the biggest weaknesses that managers have (and consequently one of the best opportunities to distinguish yourself by doing it well). Since effective writing will be part of your evaluation on written assignments, I strongly recommend you schedule an appointment with the University Writing Center for help with your writing. The University Writing Center (UWC) offers writing support to UTEP students at every level, in every discipline. Trained peer consultants provide help at every stage of the writing process, including understanding assignments, researching, drafting, revising, incorporating sources, and learning to proofread and edit. The UWC's purpose is not merely to fix papers or to make better writers, but to teach writers strategies to navigate complex situations for writing, both in and outside the university. Consultations are available for individuals and groups. To make the best use of the UWC, visit far enough before the assignment due date to allow yourself time to revise after your consultation. You may find it helpful to browse the writing resources on their website (<https://www.utep.edu/uwc/>) or arrange regular weekly appointments. You can contact them by phone (915-747-5112) or schedule an appointment on their website. The UWC is located in the Library, room 227.

Disclaimer

This syllabus, with its course schedule, is based on the most recent information about the course content and schedule planned for this course. Its content is subject to revision as needed to adapt to new knowledge or unanticipated events. Updates will remain focused on achieving the course outcomes. Students will be notified of changes and are responsible for attending to such changes or modifications posted on the Blackboard site for this course.

Course Outline

The following schedule is subject to change in the event of extenuating circumstances, by mutual agreement, and/or to ensure better student learning. All changes will be announced.

Week	Topic	Readings	Assignments
1 Aug 24, 26	Introduction Overview of course Syllabus	Syllabus <i>Pfeffer & Sutton</i> <i>“Evidence-Based Management”</i>	Syllabus Quiz DB 1
2 Aug 31, Sep 2	What is OB? Research Methods	Chapter 1 <i>Appendix</i>	DB 2
Sep 6	Labor Day Holiday		
3 Sep 7, 9	Attitudes and Job Satisfaction	Chapter 3	DB 3
4 Sep 14, 16	Emotions and Moods	Chapter 4	DB 4
5 Sep 21			Exam 1
Sep 23	Personality and Values	Chapter 5	
6 Sep 28, 30	Personality and Values (cont.)	Chapter 5 <i>Grant “MBTI, If You Want Me Back, You Need to Change Too”</i>	DB 5
7 Oct 5, 7	Perception and Decision Making	Chapter 6	DB 6
8 Oct 12, 14	Motivation	Chapter 7 <i>Kerr “On the Folly of Rewarding A, While Hoping for B”</i>	DB 7

9 Oct 19	Motivation (cont.)	Chapter 8	
Oct 21			Exam 2
10 Oct 26, 28	Groups	Chapter 9	DB 8
Oct 29	Drop/Withdrawal Deadline		
11 Nov 2, 4	Teams	Chapter 10	DB 9
12 Nov 9, 11	Leadership and Influence	Chapter 12 <i>Cialdini "Harnessing the Science of Persuasion"</i>	DB 10 <i>Simulation: Spectrum Sunglass Company</i> Project Draft due Nov 14
13 Nov 16, 18	Power and Politics	Chapter 13	Peer Review due Nov 21
14 Nov 23			Exam 3
Nov 25-26	Thanksgiving Holiday		
15 Nov 30, Dec 2	Conflict and Negotiation	Chapter 14	DB 11 Final Project due Nov 29
Dec 3	Dead Day		
16 Dec 7	Final Exam		10:00 am – 12:45pm Good luck!
Dec 11	Fall Commencement		

Matthew D. Griffith

Dr. Matthew Griffith is an assistant professor of management in the Department of Marketing and Management at the University of Texas at El Paso's College of Business Administration. He received his PhD in management from the University of Central Florida. He also earned an MBA from the J. Mack Robinson College of Business at Georgia State University, an MS from the University of North Texas, and a BA from Metropolitan State University of Denver.

Dr. Griffith's research interests include behavioral ethics, organizational justice, and the "dark" side of management such as abusive supervision. He is active in the Academy of Management, Society for Industrial and Organizational Psychology, and Southern Management Association. Prior to pursuing his PhD, Dr. Griffith worked in student affairs and intercollegiate athletics administration at several large universities.

Besides teaching and research, Dr. Griffith spends most of his free time with his wife, Heather, and two dogs, Gemma, a Portuguese Water Dog, and Fitz Roy, a Barbet. He also enjoys cave diving, mountain-ultra-trail running, playing guitar, and remodeling his house.