



**MGMT 3303**  
**Introduction to Management**  
**and Organizational Behavior**  
**Spring 2021 (Online)**

---

<b>Instructor:</b>	Matthew Griffith, PhD
<b>Email:</b>	Please contact me through Blackboard Course Messages
<b>Faculty Profile:</b>	<a href="https://hb2504.utep.edu/Home/Profile?username=mdgriffith">https://hb2504.utep.edu/Home/Profile?username=mdgriffith</a>
<b>Office Hours:</b>	Monday 1:50 pm - 4:00 pm, Thursday 1:50 pm - 4:00 pm, (all office hours held virtually through Blackboard Collaborate)
<b>Class Sections:</b>	Section 3: CRN 22136 Section 5: CRN 20747
<b>Meeting Times:</b>	This course will be delivered online. Students will not be required to meet at specific days or times.
<b>Meeting Location:</b>	Blackboard (online)

---

### **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.

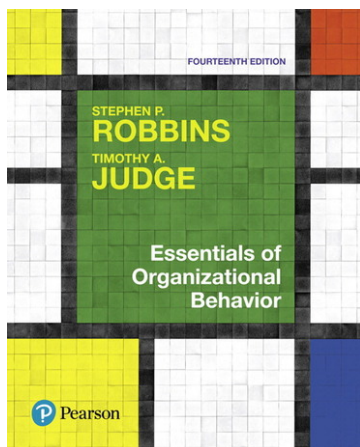
## Learning Modules

This online course is designed using a modular format—that is, each week is “packaged” as a single module so that all the materials, videos, lecture notes, assignments, discussion boards, and quizzes are in one area for a given week.

## Learning Disclaimer

Students may vary in their competency levels and you should expect to be successful *only if* you honor all course policies, 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. (2018). *Essentials of Organizational Behavior* (14th ed.). New York, NY: Pearson.

ISBN: 9780134523859

Price: \$59.99 - \$174.25

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-919885-1>

or

<https://www.pearson.com/store/p/essentials-of-organizational-behavior/P100000889078>

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

<https://hbsp.harvard.edu/import/795452>

Price: \$15.00

Supplemental readings and exercises will be posted on Blackboard during the course.

# Grades

## Grade Components

	Points
Discussion Boards (12 x 6 points)	72
Simulation	15
Peer Review	12
Final Project	90
Checkpoint Quizzes (14 x 10 points)	140
Final Exam	150
Total	479 points

## Grading Scale

Grade	Points	Organizational Equivalent
A	431 – 479	Promoted
B	383 – 430	Raise
C	335 – 382	No Raise
D	287 – 334	Performance Improvement Plan
F	0 – 286	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. 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)
<b>Completeness</b>	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
<b>Quality</b>	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.

### **Checkpoint Quizzes and Final Exam**

You will be given checkpoint quizzes each week to test your developing knowledge and application of chapter concepts. These will be based on the material presented in the assigned chapter or other readings, and other course activities. Therefore, you will need to keep up with reading the assigned chapters each week. Quizzes will be open for a one-week period (ending Sunday at 11:59 pm) and ***there will be no make-up options for missed quizzes.*** In lieu of a make-up option, you will be allowed to drop one quiz at the end of the semester.

There will be a cumulative final exam at the end of the semester. The final exam will be given according to the university’s final exam schedule. The exam may include multiple choice, short-answer, and essay questions taken from the textbook, supplemental readings, and other course activities. Per university policy, there will be no make-up final exams for any reason. Students who do not take the 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](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**

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

- 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, quizzes, and the final exam

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**

This is an online course 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](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](mailto: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](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 online 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](mailto: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**

Students are not permitted on campus when they have a positive COVID-19 test, exposure, or symptoms. You must STAY AT HOME and REPORT if you (1) have been diagnosed with COVID-19, (2) are experiencing COVID-19 symptoms, or (3) have had recent contact with a person who has received a positive coronavirus test. Reports should be made at [screening.utep.edu](http://screening.utep.edu). If you know of anyone who should report any of these three criteria, you should encourage them to report. If the individual cannot report, you can report on their behalf by sending an email to [COVIDaction@utep.edu](mailto:COVIDaction@utep.edu).

For each day that you attend campus—for any reason—you must complete the questions on the UTEP screening website ([screening.utep.edu](http://screening.utep.edu)) prior to arriving on campus. The website will verify if you are permitted to come to campus. Under no circumstances should anyone come to campus when feeling ill or exhibiting any of the known COVID-19 symptoms. Students are advised to minimize the number of encounters with others to avoid infection.

Wear face coverings over your nose and mouth when in common areas of campus or when others are present. If you choose not to wear a face covering, you may not come to campus. Students who refuse to wear a face covering and follow preventive COVID-19 guidelines may be subject to disciplinary action according to Section 1.2.3 Health and Safety and Section 1.2.2.5 Disruptions in the UTEP Handbook of Operating Procedures.

## **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](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 is an online course that 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 on Blackboard.

Week	Topic	Readings	Assignments
Jan 18	Dr. Martin Luther King, Jr. Holiday		
1 Jan 19	Introduction Overview of course Syllabus	Syllabus <i>Pfeffer &amp; Sutton</i> <i>“Evidence-Based Management”</i>	Quiz 1 (Syllabus) DB 1
2 Jan 25	What is OB? Research Methods	Chapter 1 <i>Appendix</i>	Quiz 2 DB 2
3 Feb 1	Diversity	Chapter 2	Quiz 3 DB 3
4 Feb 8	Attitudes and Job Satisfaction	Chapter 3	Quiz 4 DB 4
5 Feb 15	Emotions and Moods	Chapter 4	Quiz 5 DB 5
6 Feb 22	Personality and Values	Chapter 5 <i>Grant “MBTI, If You Want Me Back, You Need to Change Too”</i>	Quiz 6 DB 6
7 Mar 1	Perception and Decision Making	Chapter 6	Quiz 7 DB 7
8 Mar 8	Motivation	Chapter 7 <i>Kerr “On the Folly of Rewarding A, While Hoping for B”</i>	Quiz 8 DB 8
Mar 15-19	Spring Break		
9 Mar 22	Motivation (cont.)	Chapter 8	Quiz 9 DB 9

Mar 26	Cesar Chavez Holiday		
10 Mar 29	Groups	Chapter 9	Quiz 10 DB 10
Apr 1	Drop/Withdrawal Deadline		
Apr 2	Spring Study Day		
11 Apr 5	Teams	Chapter 10	Quiz 11 DB 11
12 Apr 12	Communication	Chapter 11	Quiz 12 DB 12
13 Apr 19	Leadership and Influence	Chapter 12 <i>Cialdini "Harnessing the Science of Persuasion"</i>	Quiz 13 <i>Simulation: Spectrum Sunglass Company</i> <b>Project Draft due Apr 23</b>
14 Apr 26	Power and Politics	Chapter 13	Quiz 14 DB 13 <b>Peer Review due Apr 30</b>
15 May 3	Conflict and Negotiation	Chapter 14	Quiz 15 <b>Final Project due May 6</b>
May 7	Dead Day		
16 May 10-14		<b>Final Exam</b>	Good luck!
May 15	Spring Commencement		