



**MGMT 3303
CRN 22137
Introduction to Management
and Organizational Behavior
Spring 2021 (Online)**

Instructor: Prajya Vidyarthi, PhD

Email: Please use Blackboard for course related emails and messages.

- Use email for one-on-one communication. I strongly discourage you from sending email (or reply) to all enrolled students.
- Please note that you should wait for 24-48 hours for a reply to an email.
- For non-course related emails use prvidyarthi@utep.edu and please note that his email address does not contain “miners” in it.

Faculty Profile: <https://hb2504.utep.edu/Home/Profile?username=prvidyarthi>

Office Hours: Online Office Hours (on Friday 2:30-5:00 p.m.) using Zoom link:
<https://utep-edu.zoom.us/j/88941736628?pwd=bGhrM2JlNzFPSEVZUExPMehVVnBWQT09>

Other times can be scheduled (on appointment)

Meeting Times: There is no Face-to-Face meeting. The class will be delivered online.

Meeting Location: Blackboard (online)

Course Description

An introduction to the management functions of planning, organizing, leading, and controlling. Emphasis will be given to organizational behavior concepts, individual, group, and organizational levels, 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, online lectures, videos, surveys, online 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 behavioral perspective especially for achieving effective management.

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 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

Organizational Behavior, 18th edition, Stephen P Robbins & Timothy A. Judge, Published by Pearson (July 21st 2019).

Website: <https://www.pearson.com/store/p/organizational-behavior/P100002737906>

Note:

- Textbook and MyLab are required.
- Supplemental readings and exercises will be posted in Blackboard during the course.

Grades

Grade Components

	Total Points
Participation and Engagement (Discussion board, assignment, activities) (14 x 10 points)	140
Pearson MyLab work (14 x10 points)	140
Project work	50

Chapter quizzes (14 x 10 points)	140
Final Exam	200
Total Points	670

Grading Scale (in percentage)

A	90-100 %
B	80-89.99 %
C	70-79.99 %
D	60-69.99 %
F	Below 60 %

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.

Module, Week, and Due Date:

The course is divided in 14 modules each corresponding to one chapter. Please refer to the detailed course schedule table at the end of this document. In general a module opens before the end of Tuesday and the module closes on the following Monday at 11:59 p.m. For example, the Introduction module (called “Module Welcome” will open before end of Tuesday, 01/19/2021 and this Introduction/Welcome Module will end on Monday, 01/25/2021 at 11:59 p.m. Thus, most weekly quizzes, assignments, discussion boards, activities, and MyLab activities are due by end of Monday (11:59 p.m.) of the corresponding week.

Participation and Engagement

[(1) Discussion board, (2) assignment, and (3) activities]

This is an online course and your participation and engagement 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/review all chapters and assigned course materials to ensure understanding of the topics. The components of (1) discussion board, (2) assignment, and (3) activities, among others will contribute to your participation and engagement. Please make sure to:

- Participate in engaging discussions with your peers using discussion boards.
- Complete all activities under weekly module.
- Complete all assigned major assignments.

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

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

Criteria	Levels of Achievement		
	Proficient (4-5)	Competent (2-3)	Novice (0-1)
Completeness (1)	Participation/Engagement are complete based on prompt/format and have good amount of relevant content	Participation/Engagement are mostly complete based on prompt/format and have satisfactory amount of relevant content	Participation/Engagement are incomplete based on prompt/format and lacks relevant content
Quality (1)	Exceeds expectations and demonstrates critical thinking	Meets minimum expectations and demonstrates some critical thinking	Below expectation and lacks critical thinking

Due date: Participation and Engagement will be ongoing. The due date will generally be Monday, 11:59 p.m. Submission after this will not be allowed. Late submission may be allowed under special circumstances and will get only partial credit. Instructor decision on late submission will be final.

Special Note on Discussion Boards

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 several 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. 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.

Project Work

All students (individually) are required to submit a project report on a chosen project topic. The project should pertain to a particular topic covered within a module/chapter. Some examples of such topics are:

- Organization behavior is common sense but common sense is not common
- How my overqualification or underqualification is perceived by my manager
- Lack of racial diversity at my workplace
- High turnover in my department
- My work team is the best!
- My manager is a great leader
- Gossip is eroding motivation in xyz
- My work-life balance at xyz
- Politics is key to success in my workplace
- My workplace culture breeds injustice and nepotism
- My organization is ethical even at the cost of lowered profit
- The effect of my job performance on my work relationship with my superiors

You can use your discretion to choose a topic that may be most relevant and interesting to you. You may also consider the feasibility of the project work given your access to relevant materials and the project site. The project report should culminate from reading, research, reflection, discussion, of an important topic from your current (or previous) workplace. The report should also provide recommendation to address the problems. Students are expected to write a 5 page (excluding reference or title page) report (double spaced, Times New Roman font, 12 size font, 1 inch margin).

Due Date: Report will be due on April 15, 2021.

The following rubric (similar to one used for participation/engagement) will be used for evaluation and grading.

Criteria	Levels of Achievement		
	Proficient (40-50%)	Competent (20-30%)	Novice (0-10%)
Quality (1/2)	Exceeds expectations and demonstrates critical thinking	Meets minimum expectations and demonstrates some critical thinking	Below expectation and lacks critical thinking
Completeness and Timeliness (1/2)	The work is complete based on prompt/format and have good amount of relevant content.	The work is mostly complete based on prompt/format and have satisfactory amount of relevant content.	The work is incomplete based on prompt/format and lacks relevant content.

	The work was submitted before due date	The work was submitted at the last moment.	Submitted after the due date.
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Pearson MyLab assignment/activity

You are required to do a video case, activity, assignment, or other tasks as assigned in each module. This Pearson MyLab activity is a requirement for this class and thus you should have an access to this resource. Please create an account and use your account to login to complete the assigned work. The work is mostly related to Chapter materials so it is important that you read the chapter before you attempt MyLab work.

The instruction to create an account is posted in the first module (Module Welcome).

Due date: The due date is Monday, 11:59 p.m. for the corresponding weekly module MyLab work. Late submission may not be graded or you may receive only partial credit for late submission.

Quizzes

You will be given quizzes each week to test your learning and application of chapter concepts. These may also be based on the material presented in the chapter, assigned readings and other course activities. Therefore, you will need to keep up with reading the assigned chapters each week. Quizzes will be open on Monday morning and it will close by end of Monday, 11:59 p.m. There will be no make-up options for missed quizzes.

Due date: The due date will be Monday, 11:59 p.m.

Final Exam

There will be a cumulative final exam at the end of the semester. The online 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.

Due date: The final exam will be in the finals week. The exact date/time will be announced in the weeks prior to the exam.

Note (on Quizzes and Exam):

All quizzes and exams will be administered online through Blackboard using the Respondus Lockdown Browser (and possibly Respondus Monitor). 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. Thus, you are required to have an internet-connected device with the Respondus Lockdown Browser installed for taking the quizzes and exams. Respondus Monitor does not require any additional installation besides installing the Lockdown Browser. 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.

Course Policies

Late Work

Most deadlines are set for 11:59 pm each Monday for any given module (see course calendar for specifics on weekly modules). Deadlines are firm. All assignments/quizzes/discussions/activities/MyLab work 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 submissions. The deadline for project report is April 15, 2021.

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, Adobe Flash Player, QuickTime, and Java. Make sure all your hardware and software are up-to-date to access all parts of the course.

If you encounter technical difficulties with your computer, software, or Blackboard at any point during the semester, please contact the Help Desk at 915-747-4357 or helpdesk@utep.edu.

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/>.

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 online office hours. The second-best way to contact me is through Blackboard Messages. Since I get a variety of email each day, messaging me through Blackboard will ensure I read your email. 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 your Miners Email or Blackboard. You are responsible for checking your Miners Email account and Blackboard 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.

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

I may use tools such as Blackboard's SafeAssign to check and prevent plagiarism in 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.

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 Schedule/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	Module	Chapter and Topic	Quiz/Discussion/Assignment/Reading/Exam
1/19-1/25	Module Welcome	Introduction Syllabus	Sample quiz Introduction video MyLab Instruction
1/26-2/1	Module 1	Chapter 1: What is Organizational Behavior?	Quiz – Ch.1 Discussion – Ch. 1
2/2-2/8	Module 2	Chapter 2: Diversity in Organizations	Quiz – Ch.2 Discussion – Ch. 2
2/9-2/15	Module 3	Chapter 3: Attitudes and Job Satisfaction	Quiz – Ch.3 Discussion – Ch. 3
2/16-2/22	Module 4	Chapter 4: Emotions and Moods	Quiz – Ch.4 Discussion – Ch. 4
2/23-3/1	Module 5	Chapter 5: Personality and Values	Quiz – Ch.5 Discussion – Ch. 5
3/2-3/8	Module 6	Chapter 6: Perception and Individual Decision Making	Quiz – Ch.6 Discussion – Ch. 6

3/9-3/15*	Module 7	Chapter 7: Motivation Concepts	Quiz – Ch.7 Discussion – Ch. 7
3/16-3/22*			Spring Break (From March 15 to March 19)
3/23-3/29	Module 8	Chapter 8: Motivation: From Concepts to Applications	Quiz – Ch.8 Discussion – Ch. 8
3/30-4/5	Module 9	Chapter 9: Foundations of Group Behavior	Quiz – Ch.9 Discussion – Ch. 9
4/6-4/12	Module 10	Chapter 10: Understanding Work Teams	Quiz – Ch.10 Discussion – Ch. 10
4/13-4/19	Module 11	Chapter 11: Communication	Quiz – Ch.11 Discussion – Ch. 11
4/20-4/26	Module 12	Chapter 12: Leadership	Quiz – Ch.12 Discussion – Ch. 12
4/27-5/3	Module 13	Chapter 13: Power and Politics	Quiz – Ch.13 Discussion – Ch. 13
5/4-5/10*	Module 14	Chapter 14: Conflict and Negotiation	Quiz – Ch.14 Discussion – Ch. 14
5/11-5/17*	Module Final Exam	Final Exam	Good luck!

* Please note that Spring Break is from March 15 to March 19 – so students are suggested to finish the weekly work of Module 7 by Friday, March 12 (before the spring break starts). Likewise the Final Exam week is from May 10 to May 14 – so students are suggested to finish the weekly work of Module 14 by Friday, May 7 (before the Final Exam week starts).