



MGMT 5311 (Online)
Organizational Management Seminar
The University of Texas at El Paso
Fall 2020

Instructor: Prajya Vidyarthi, Ph.D.

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Meeting Times: The class will be delivered online. The synchronous meeting schedule is:

<u>Days</u>	<u>Time</u>
1. Saturday, August 15 , 2020	2-4 pm
2. Saturday, August 29, 2020	2-4 pm
3. Saturday, September 12, 2020	2-4 pm
4. Saturday, September 26 2020	10-12 am
5. Saturday, October 10, 2020	10-12 am

Office Hours: 12:30 – 1:30 p.m. on Saturdays when synchronous sessions are not scheduled. All office hours will be held online through Blackboard.

Meeting Location: Blackboard (online)

Course Description, Goals and Objectives

The class will involve learning theory, research, and practical application of Organizational Behavior (OB). OB is the study of how individuals, groups, and workplace contexts impact behavior within an organization. The goal of OB is to understand, predict, and influence employee attitudes and behavior in order to improve organizational effectiveness.

The goals of this course are:

1. Increase students' ability to observe and research individual and group behavior in organizations
2. Develop students' skills in analyzing causes, effects, and context of individual and group behavior
3. Help students learn to apply theories and concepts of OB to actual business and organizational situations

4. Increase students' ability to communicate issues related to employee attitudes and behaviors in the workplace that are ethical and effective

Furthermore, objectives of this course include building conceptual understanding required to create, lead, and maintain high performance through effective management of people assets. The course focuses on the foundations of organizational behavior and effective work practices. Learning the contents of the course should also help practices such as understanding and leveraging individual differences, motivating self and others, leadership, group and teams, negotiation and conflict resolution, diversity and cultural intelligence among others. Emphasis will also be given to international business and ethical issues.

Through exposing students to some of the best practices using a variety of pedagogy, the course intends to encourage adoption of such practices in their present and future work organizations. The class format includes numerous learning methods including online lecture, videos, simulations, online discussion, project/case work, and individual/group exercises. The purpose and comprehension of topics can be better achieved through multiple channels of learning. Students are encouraged to enrich the class by sharing their perspectives and experiences.

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, assignments, and exams, and meet all other course expectations of you as a student.

Required Materials

Textbook:

Organizational Behavior, Version 3.0, by Talya Bauer and Berrin Erdogan (Website: https://catalog.flatworldknowledge.com/catalog/editions/bauer_3-organizational-behavior-3-0)

Simulations:

1. Leadership and Team Simulation: Everest V3 (Website: <https://hbsp.harvard.edu/product/8867-HTM-ENG>)
2. CleanStart: Simulating a Clean Energy Startup (Website: <https://mitsloan.mit.edu/LearningEdge/simulations/cleanstart/Pages/default.aspx>)

Note:

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

Grades

Components and Points

Online participation, discussion, and activities	50
Simulation (2 x 25 points)	50
Persuasion Assignment	25
OB journaling	25
Quizzes (4 x 25 points)	100
Final Exam	100
Total Points	350

Grading Scale (in percentage)

A	90-100 %
B	80-89 %
C	70-79 %
D	60-69 %
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 on regular basis for any announcements and updates.

Online participation, discussion, and activities

Managers and executives 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. Preparation is important to contribute effectively to class discussions; thus you should read the assigned material before you contribute to discussion. Furthermore, students may also be required to participate in several exercises that are relevant to the topic of discussion. These exercises may include briefly summarizing the material, discussing opinion, writing short papers/paragraphs and explaining relevance to the topic. Group activities are composed of work in small groups for class exercises and debates. Each group will be asked to discuss issues and concerns regarding aspects of OB and present their conclusions to the class. The topics can be from textbook or outside. Credit for class participation counts towards the final grade.

You will also participate in 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. 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. I will grade online discussions as per the following rubric:

Criteria	Levels of Achievement		
	Proficient (5)	Competent (3)	Novice (1)
Completeness (33%)	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 (33%)	Exceeds expectations and demonstrates critical thinking	Meets minimum expectations and demonstrates some critical thinking	Below expectation and lacks critical thinking
Timeliness (33%)	Initial post and comments are posted before due date i.e. earlier is better	Initial post and comments are posted on due date	Posted after due date

Simulation Work

In this course we will do two or more simulations. The purpose of simulation exercise will be to apply our learnings in realistic scenarios. The interactive simulation game will require you to apply concepts from various topics (such as leadership, teamwork, decision making) concurrently in order to interact, resolve, and decide on relevant management situations. The simulation will grade your responses and your conclusions.

Note: You may be asked to play a simulation game with students of another school. The terms and description of this potential collaboration and competition with another school is currently being worked out. You will be notified of this possibility and the details later in the course.

Persuasion Assignment

This assignment is about using the evidence to persuade your boss or CEO or shareholders or the board of directors about a work-related issue. You are required to prepare a short report in which you attempt to convince your (hypothetical or real) boss/CEO to take a particular action related to an organizational behavior topic. Your topic should be related to a chapter we cover (or it can be related to another interest you have and which is pertinent to OB). Your task includes a review of the topic in detail, evaluate relevant research and identify arguments that supports your action. Please write a 5-6 page report addressing your boss. Here is a rough template:

- Introduce yourself (if needed)
- The issue or concern at hand.....(Problem)
- Why this (Problem) is worth your Boss's attention. Example: you can provide data/argument on costs incurred (financial or otherwise due to lost productivity, low morale, turnover, waste, etc.
- What you suggest that be done. Explain in detail what you are proposing and how it can be implemented
- Evidence to support the strength of your idea/suggestion.
- Pros and cons of your suggestion(s).
- Why it is worthwhile despite the weaknesses highlighted

OB Journaling

Journaling is a process of writing out thoughts and emotions on a regular basis. Please refer to Chapter 1 of the textbook to learn more about journaling. You can also write about your reflections on each class and this course. For example, what are some of the class concepts you found particularly relevant to your past experiences and/or future career goals? How will this course shape your future decision-making style, social capital building, career choices, etc.? For this class, I require students to journal what they learned in the preceding two weeks. One way to do this is that towards the end of each synchronous class you write your thoughts, emotions, learning, agreements and disagreements etc. for that day and the previous two weeks of the class. You will submit your writing (for all the classes) towards the end of the course.

Quizzes

You will be given 4 or 5 quizzes to test your learning and application of chapter concepts. These may also be based on the material presented in the chapters, assigned readings and other course activities. These will be in multiple choice and true/false format. You should keep up with reading the assigned chapters. Quizzes will be open for a limited period. *There will be no make-up options for missed quizzes.*

Final Exam

There will be a cumulative final exam at the end of the course. The exam will include one or more essay type scenario-based questions taken from the textbook, supplemental readings, and

other course activities. However based on students' preference the exam may include multiple choice and/or short-answer questions. *There will be no make-up final exam for any reason.*

Note (on Quizzes and Final Exam):

All quizzes and exams will be administered online through Blackboard. You should be prepared to use Respondus Lockdown Browser and 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

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
- 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 class and Discussion Board.

Late Work

Most deadlines are set for 11:59 pm each Friday before the synchronous class day (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.

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/emails. 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 contact 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 recommend you schedule an appointment with the University Writing Center for help with your writing. The University Writing Center 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 writing center'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 writing center, 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 appointments. You can contact them by phone (915-747-5112) or schedule an appointment on their website. The center 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.

Session	Module	Chapter and Topic	Activity/Quiz/Discussion/Assignment/Reading/Exam
Saturday, August 15 , 2020	Module 1	<ul style="list-style-type: none"> Chapter 1 – Organizational Behavior Chapter 2 - Managing Demographic and Cultural Diversity 	<ul style="list-style-type: none"> Synchronous Class Syllabus Introduction Practice Quiz Discussion
Saturday, August 29, 2020	Module 2	<ul style="list-style-type: none"> Chapter 3 - Understanding people at work: individual differences and perception Chapter 4 - Individual attitudes and behaviors Chapter 5 - Theories of motivation 	<ul style="list-style-type: none"> Synchronous Class Assignment: Take a personality test at http://www.humanmetrics.com/cgi-win/jtypes2.asp and write one page reflection paper. Quiz Discussion Simulation 1
Saturday, September 12, 2020	Module 3	<ul style="list-style-type: none"> Chapter 6 - Designing a motivating work environment Chapter 7 - Managing stress and emotions Chapter 8 – Communications 	<ul style="list-style-type: none"> Synchronous Class Quiz Discussion Simulation 1 (continue)
Saturday, September 26 2020	Module 4	<ul style="list-style-type: none"> Chapter 9 - Managing groups and teams Chapter 10 - Conflict and Negotiations 	<ul style="list-style-type: none"> Synchronous Class Simulation 2 Quiz Persuasion assignment due
Saturday, October 10, 2020	Module 5	<ul style="list-style-type: none"> Chapter 11 - Making decisions Chapter 12 - Leading people within organizations 	<ul style="list-style-type: none"> Synchronous Class Simulation 2 (continue) Quiz OB journal due Final Exam