



MGMT 5311 (CRN 16804)

Organizational Management Seminar

The University of Texas at El Paso

Fall 2023

Course Description and Objectives

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

Course objectives include building conceptual understanding required to create, lead, and maintain high performance through effective management of people assets. Learning the contents of the course should help practices such as understanding and leveraging individual differences, motivating self and others, leadership, group and teams, negotiation and conflict resolution, ethics, diversity and culture and international management among others.

Contact Information

E-Mail: prvidyarthi@utep.edu

Office: Room 252, COBA, Main campus, UTEP.

Online Synchronous Sessions: Wednesday, 6:30-8:00 pm using Zoom link in Blackboard

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

Course Delivery

Online: This is an online course offering with no required weekly synchronous activities. However, students are encouraged to take advantage of online synchronous sessions to ask questions and get clarifications. The course will be delivered via the Blackboard. Blackboard is an online learning management system (accessed through <https://my.utep.edu/>). My recommendation is to check Blackboard on regular basis for course materials and updates.

Online synchronous sessions: I will be available every Wednesday, 6:30-8:00 pm to answer any questions. The Zoom link is available in Blackboard.

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| 1. Wednesday, 8/30/23 | via Zoom | 6:30-8:00 pm |
| 2. Wednesday, 9/6/23 | via Zoom | 6:30-8:00 pm |
| 3. Wednesday, 9/13/23 | via Zoom | 6:30-8:00 pm |
| 4. Wednesday, 9/20/23 | via Zoom | 6:30-8:00 pm |
| 5. Wednesday, 9/27/23 | via Zoom | 6:30-8:00 pm |
| 6. Wednesday, 10/4/23 | via Zoom | 6:30-8:00 pm |

Textbook and Materials

Textbook: Organizational Behavior: Bridging Science and Practice

Version: 4.0

Authors: Talya Bauer and Berrin Erdogan

Website: <https://students.flatworldknowledge.com/course/2605643>

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

Learning Outcomes

After taking this course, students should be able to:

1. Analyze and explain major theories used in organizational behavior
2. Apply major theories used in organizational behavior to diagnose and evaluate managerial interventions
3. Solve management problems ethically and positively
4. Observe and research individual and group behavior in organizations
5. Analyze causes, effects, and context of individual and group behavior
6. Communicate issues related to employee attitudes and behaviors in the workplace
7. Acquire knowledge and develop skills regarding diversity, equity, and inclusion unfolding in work settings.

Note: These objectives are based on the assurance of learning (AOL) practice.

The learning outcomes follow Bloom's taxonomy and intends to align learning with observable and measurable parameters (as described in the course description and the grading sections).

The course is also aligned with UTEP Edge recommendations.

Grading

Letter Grade Scale:

Grade	Range percent	Notes
A	90-100%	
B	80-89%	
C	70-79%	
D	60-69%	
F	Below 60%	

Grade Components:

Grade	Maximum points	Due
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Quizzes (12 x 10 points)	120	Every Monday, usually 2 per week
Online Discussion (12 x 5 points)	60	Every Monday, usually 2 per week
Activities (12 x 5 points)	60	Every Monday, usually 2 per week
Midterm Exam (Chapter 1-6)	100	Monday, September 25
Project report	25	Monday, October 9
Project presentation	25	Monday, October 9
Final Exam (comprehensive)	200	Monday, October 16

Quizzes:

You will be given chapter quizzes to test your learning and application of chapter concepts. These may also be based on the video/material presented in the modules, assigned readings and other activities. These will be in multiple choice and true/false format. You should keep up with reading the assigned chapters. There will be no make-up options for missed quizzes. The online quiz will require the use of Respondus Lockdown Browser. One may seek help from IT/Blackboard support to ensure that required hardware and software are working for you.

Project work:

To show evidence to apply OB to work practices in organizations, students are required to do a project that will help develop the required knowledge, skill and ability through a class project. Accordingly this project consists of an in-depth study of an issue or concern that they are currently facing or have encountered in previous work. The project involves selecting an organization and researching what, how, and why an issue/concern has affected the individuals, or a work group. The project study should expose the link between the issue and OB and present how and what interventions would likely resolve the issue. In so doing, one must answer the “why” question while drawing from conceptual knowledge learned in this class. The project study should be done in teams of four to five members. The study should culminate in a project report (group) and a presentation (individual).

Project Report (group):

Students will write a 5-8 page (excluding title page and references). You will work in an assigned groups of 4-5 students. The written project report should be typed, 12 pt. font, 1-inch margins, double-spaced, and error free. It should look neat and professional. All written papers must adhere to APA format. Use headings and subheadings to organize your report. You are expected to submit all papers with appropriate citation, references, etc. Style guides are available in the University library and online. Please check the due date in the course outline section.

Project Presentation (individual):

Students will make a 5-6 minutes video presentation. The presentation can be either be an overall presentation about the project or focus on a particular aspect of the project while providing the background context. You are required to upload in blackboard. You should look professional in the presentation. Please check the due date in the course outline section.

Activities:

Students are required to participate in several activities – including readings, assignments, reflection papers, mini cases, video cases, exercises etc. that are relevant to the topic of the chapter. These activities may also include briefly summarizing the material, discussing opinion, writing short papers/paragraphs and explaining relevance to the topic. The activities can be from the textbook or outside. During any given week/module, the activity should be completed no later than 11:59 PM on the due date.

Online Discussion:

Initial participation is expected early (preferably on the first day) in the discussion. If initial post is not posted by Wednesday points will be deducted. This is to ensure that peers get enough time to respond and continue quality conversation. Participation in the discussion not only includes answering questions posted by your instructor, but also includes responding and interacting with fellow students. Students are expected to participate in accordance with the rubric below. Both reading and commenting are equally important. 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 much more informal than your writing assignments, but professionalism is encouraged.

During any given week/module, the discussion should be completed no later than 11:59 PM on the due date.

I will grade discussions as per the following rubric. A single response to the stated topic is basic. Multiple responses to other students' comments and ideas are expected. This scoring is highly subjective and relates directly to the quality and quantity of responses. If no appropriate comments are made in a Required Discussion thread, no points will be awarded. Unless otherwise specified, click the title of the initial thread in order to participate in the discussion. Click Reply to the prompt and respond as appropriate. Do not create a new thread unless requested to do so.

Rubric:

Criteria	Proficient (1)	Competent (.5)	Novice (0)	Points
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	1

Quality	Exceeds expectations and demonstrates critical thinking	Meets minimum expectations and demonstrates some critical thinking	Below expectation and lacks critical thinking	1
Timeliness	Initial post and comments are posted before the due date i.e. earlier is better	Initial post and comments are posted after the due date	Initial post and comments are posted after the due date	1
Engagement	Actively engaged with other students in discussions i.e. two or more quality comments on others' posts on different days	Limited engagement with other students. Comments posted on the due date and other students did not get enough time to respond	No engagement with other students	1
Quantity	All the posts in entirety is sufficiently long	All the posts in entirety is less than optimal	All the posts in entirety is inadequate	1

Midterm Exam:

There will be a Midterm Exam in the middle of the term. The Exam will cover Chapter 1 through 6, and all other materials, activities, readings etc. covered in the course. The exam will primarily include multiple choice from the textbook, supplemental readings, and other course activities. There will be no make-up Midterm Exam. The exam date is shown in course outline.

Final Exam:

There will be a cumulative final exam at the end of the course. The Exam will cover Chapter 1 through 12, and all other materials, activities, readings etc. covered in the course. The exam will primarily include multiple choice from the textbook, supplemental readings, and other course activities. The exam may also include short-answer questions that would require writing. There will be no make-up Final Exam. The exam date is shown in course outline.

Course Expectations

Response Time:

Individual/team work will be graded and returned to the students within two weeks of the assignment due date. Emails will be replied within 24-48 hours except on weekends and holidays.

Missed/Late Work:

Once a deadline has passed, you can no longer turn in your work. Plan carefully to ensure you meet the deadlines. If you wait until the last minute, things that can go wrong often do. Your computer will crash, the internet connection stops working, etc. If you had started earlier, you would have had time to deal with those annoyances, and still turn in your assignments on time. Therefore, I cannot accept those types of excuses. Create your time management plan and stick to it, so you can get everything done on time. All assignments are due before midnight, see course outline for deadlines.

If, due to a well-documented emergency, there is a possibility of missing an exam or quiz it is the responsibility of student to contact the instructor in advance to arrange an alternative option. No arrangements can be made after the fact. Missed quizzes and assignments cannot be made up.

Courtesy and Respect:

Courtesy and respect are essential ingredients to this course. We respect each other's opinions and respect others points of view at all times while in our class sessions. The use of profanity and harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, religion, etc., violations of these rules will result in appropriate disciplinary actions.

Course Policies, Procedures, and Resources

MBA Policy:

Students must complete all course requirements within the term of the course.

Technology Requirements:

You are expected to have access to a computer, the internet, and email. You will need a stable internet connection to access Blackboard and do other web-based activities.

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.

Carlos Barba is COBA's designated Blackboard course designer
cebarba@utep.edu, (915) 747-7903.

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. 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 at cass@utep.edu or by phone at (915)747-5148 for additional information and to discuss academic accommodation. 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 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.

Technology Support

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:

Libraries are good source for information. You are suggested 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.

Date	Module	Chapter and Topics	Lecture, Slides, Discussion, Quiz, Activities
August 28 – September 4	Module 1	<ul style="list-style-type: none"> • Introduction • Syllabus 	<ul style="list-style-type: none"> • Introduction Video(s) • Introduction Discussion
	Module 2	Chapter 1 – Organizational Behavior <ul style="list-style-type: none"> • What is OB? Why does it matter? • Importance of research in OB • Challenges and opportunities 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm) <p>Note: The “due Monday” in this Module 2 refers to September 4.</p>

September 5-11	Module 3	<p>Chapter 2 - Managing Demographic and Cultural Diversity</p> <ul style="list-style-type: none"> • Primary and secondary sources • Legal and moral perspectives • Culture and its implications 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
	Module 4	<p>Chapter 3 - Understanding people at work: individual differences and perception</p> <ul style="list-style-type: none"> • Definition of individual differences • Differences between personality and values • Implications at the workplace 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
September 12-18	Module 5	<p>Chapter 4 - Individual attitudes and behaviors</p> <ul style="list-style-type: none"> • Differences between attitudes and behaviors • Impact on work outcomes including work-related attitudes • Person-organization fit and person-job fit 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
	Module 6	<p>Chapter 5 - Theories of motivation and</p> <ul style="list-style-type: none"> • What is a theory? • Motivation theories • Validity and popularity 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)

September 19-25	Module 7	<p>Chapter 6 - Designing a motivating work environment</p> <ul style="list-style-type: none"> • Job characteristics model • Motivation at work • Contemporary practices 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
	Module 8		<ul style="list-style-type: none"> • MIDTERM EXAM (open & due Monday, September 25)
	Module 9	<p>Chapter 7 - Managing stress and emotions</p> <ul style="list-style-type: none"> • What is stress? • What are emotions? • Impact of stress and emotions in the workplace 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
September 26-October 2	Module 10	<p>Chapter 8 – Communications</p> <ul style="list-style-type: none"> • Effective and non-verbal communication • Business and non-business • Listening and cross-culture 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)

	Module 11	<p>Chapter 9 - Managing groups and teams</p> <ul style="list-style-type: none"> • Groups • Group dynamics • Dysfunctions 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
October 3-9	Module 13	<p>Chapter 10 - Conflict and Negotiations</p> <ul style="list-style-type: none"> • Conflict and how to address it • Negotiations • Rules of success 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
	Module 14	<p>Chapter 11 - Making decisions</p> <ul style="list-style-type: none"> • Understanding decision making • Faulty decision making • Decision making in groups 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
	Module 15		<ul style="list-style-type: none"> • Project Report (due Monday, October 9) • Project Presentation (due Monday, October 9)

October 10-16	Module 16	<p>Chapter 12 - Leading people within organizations</p> <ul style="list-style-type: none"> • Leadership theories • Classic theories • LMX and other contemporary theories 	<ul style="list-style-type: none"> • Chapter Video(s) • Chapter Slides • Chapter Discussion (due Monday) • Chapter Activity (due Monday) • Chapter Quiz – (open & due Monday) • Optional Online Interaction (Wednesday, 6:30-8:00 pm)
	Module 17		<ul style="list-style-type: none"> • FINAL EXAM (open & due Monday, October 16)