



MGMT 5311 Organizational Management Seminar Spring 2019

Course Syllabus

Instructor: Dr. Santiago Ibarreche
Office: COBA 248
Ph. 747-7756
e-mail: sibarr@utep.edu

Office Hours: By Appointment

Class Location and Time: Mondays and Thursdays from 5:30 to 9:30 p. m. Graduate Business Center 110C

Course Description: An experiential study of management processes and problems associated with the social system of organizations including individual and group behavior, behavior among groups, and behavior of organizations in an international context interacting with external and internal environments.

Books and Materials

You will need access to one book, other materials will be provided in class.

Textbook Details:

Title	Organizational Behavior: Bridging Science and Practice v3.0
Author(s)	Talya Bauer and Berrin Erdogan
Version	3.0
Pub Date	August 2018 by Flatworld
eISBN	978-1-4533-9198-3
Page Count	568

Link: <https://students.flatworldknowledge.com/course/2587861>

There will be twelve sessions; activities for each session are detailed in the course content section of this syllabus. These meetings will take place in room

110C of the Graduate Business Center from 5:30 to 9:30 p. m. on Mondays and Thursdays. The session will be from January 7 to February 18, 2018, with the exception of January 21, 2019, which is the celebration of the Birthday of Martin Luther King's.

Instructor will present lectures based on the text and additional topics through several media. In those cases where there is a guest lecturer students will receive advanced notice so that they could invite guests to these presentations.

Evaluation:

This course will be evaluated on a 1000-point scale. The final letter grade for the course will be determined as follows: 900 points to 1000 points corresponds to an "A"; 800 points to 899 points corresponds to a "B"; 700 points to 799 points corresponds to a "C"; and less than 700 points corresponds to a grade of "F." Following is a table with points assigned to each activity:

Activity	Points
Mid-term Exam	350
Final Exam	350
Class Participation, activities and reaction papers	300
Total	1000

Students with Disabilities

As per Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP need to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the Disabled Student Services. You may call 915-747-5148 for general information about the American with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability.

Academic Dishonesty

The following are the standards for Academic Dishonesty at UTEP:

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person,

any act designed to give unfair advantage to a student or the attempt to commit such acts. Proven violations of the detailed regulations, as printed in the Handbook of Operating Procedures (HOP) and available in the Office of the Dean of Students and on the home page of The Dean of Students at [Student Affairs](#), may result in sanctions ranging from disciplinary probation, to failing grades on the work in question, to failing grades in the course, to suspension or dismissal among others (UTEP under Graduate Catalog, 2002 through 2004).

Content and Activities:

Each session will begin with a presentation of the material included in the syllabus and then an active discussion of topics related to the readings of the session. In some sections, the instructor will assign topics for discussion. The expectation is that you will come prepared for discussion of these topics and cases.

To prepare for the exams and to follow up your learning, a series of learning objectives for each chapter are included after the class schedule.

Class Schedule:

Date		Topic	Study Chapter
01/07/19	M	Introduction to Organizational Behavior	Chapter 1
01/10/19	R	Understanding People at Work: Individual Differences and Perceptions	Chapter 3
01/14/19	M	Individual Attitudes and Behaviors	Chapter 4
01/17/19	R	Designing a Motivating Work Environment	Chapter 6
01/21/19	M	Holiday (Martin Luther King Birthday)	
01/24/19	R	Managing Stress and Emotions	Chapter 7
01/28/19	M	Review and Midterm Exam (Covers Chapters 1, 3, 4, 6, & 7)	
01/31/19	R	Communication	Chapter 8
02/04/19	M	Managing Groups and Teams	Chapter 9
02/07/19	R	Conflict and Negotiations	Chapter 10
02/11/19	M	Making Decisions	Chapter 11
02/14/19	R	Leading People Within Organizations	Chapter 12
02/18/19	M	Review and Final Exam (Covers Chapters 8, 9, 10, 11, & 12)	

Chapter Learning Objectives

After studying the textbook chapters you should be able to answer questions related to these learning objectives. Your knowledge will be assessed on the Midterm and Final Exam.

In-class activities will also enhance your learning of these objectives. Participation in in-class activities will also be assessed.

Chapter 1: Organizational Behavior

What is organizational behavior (OB)?

Why does organizational behavior matter?

How can I maximize my learning and retention?

What research methods are used to study organizational behavior?

What challenges and opportunities exist for OB?

Chapter 3: Understanding People at Work: Individual Differences and Perception

Define personality and describe how it affects work behaviors.

Understand the role of values in determining work behaviors.

Explain the process of perception and how it affects work behaviors.

Understand how individual differences affect ethics.

Understand cross-cultural influences on individual differences and perception.

Chapter 4: Individual Attitudes and Behaviors

Identify the major work attitudes that affect work behaviors.

List the key set of behaviors that matter for organizational performance.

Understand the link between work attitudes and ethics.

Understand cross-cultural differences in job attitudes and behaviors at work.

Chapter 6: Designing a Motivating Work Environment

Describe the history of job design approaches.

Understand how to increase the motivating potential of a job.

Understand why goals should be SMART.

Set SMART goals.

Give performance feedback effectively.

Describe individual-, team-, and organization-based incentives that can be used to motivate the workforce.

Chapter 7: Managing Stress and Emotions

Understand the stress cycle.

Recognize the sources of stress for employees.
Recognize the outcomes of stress.
Understand how to manage stress in organizational contexts.
Understand the role emotions play for attitudes and behaviors at work.
Learn about emotional labor and how to manage it.
Understand how emotions can affect perceptions of what is ethical.
Understand cross-cultural differences in stressors.

Chapter 8: Communication

Understand the communication process.
Compare and contrast different types of communication.
Compare and contrast different communication channels.
Understand and learn to overcome barriers to effective communication.
Understand the role listening plays in communication.
Learn how ethics can play a role in how messages are communicated as well as how they are perceived.
Learn how verbal and nonverbal communication can carry different meanings among cultures.

Chapter 9: Managing Groups and Teams

Recognize and understand group dynamics and development.
Understand the difference between groups and teams.
Compare and contrast different types of teams.
Understand how to design effective teams.
Explore ideas around teams and ethics.
Understand cross-cultural influences on teams.

Chapter 10: Conflict and Negotiations

Understand the different types of conflict.
Understand the causes of conflict.
Understand the consequences of conflict.
Understand how to manage conflict effectively.
Understand the stages of the negotiation process.
Understand how to avoid common negotiation mistakes.
Engage in conflict management and negotiation ethically.
Understand cross-cultural differences in conflict and negotiation.

Chapter 11: Making Decisions

Understand the meaning of decision-making.
Compare and contrast different decision-making models.
Compare and contrast individual and group decision-making.

Understand potential decision-making traps and how to avoid them.
Understand the pros and cons of different decision-making aids.
Engage in ethical decision-making.
Understand cross-cultural differences in decision-making.

Chapter 12: Leading People within Organizations

Define what leadership is and identify traits of effective leaders.
Describe behaviors that effective leaders demonstrate.
Specify the contexts in which various leadership styles are effective.
Explain the concepts of transformational, transactional, charismatic, servant, and authentic leadership.

This is a plan and as any plan is subject to changes if events warrant them.