

The University of Texas at Dallas
School of Economic, Political and Policy Sciences
Department of Public Administration
Course Syllabus

PA 3335-001 Organizational Behavior
Term: Fall 2006

Contact Information

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Course Pre-requisites, Co-requisites, and/or Other Restrictions

No pre-requisite.

Course Description

This course will help you to gain an understanding of the behavior of individual and group level dynamics within an organizational setting. Organizations are all around us, in both our private and public lives. The main objective is, for students, to examine the fundamental concepts of organizational behavior and its influence on management through the application and development of critical, analytical, and diagnostic skills. The focus of the course is people, processes, and structures as they reflect the environments we usually encounter in organizations.

We will also examine the behavioral dimensions of organizations by addressing managers' concerns about the described topics. Real-life examples and interaction with your peers are included to consolidate your knowledge on the subject matter. In order to be successful in any organization, you need to further develop your skills in the following areas: teamwork, problem solving, and written/oral communication. The course will aid in your own analysis of the different ways organizational behavior can be used to achieve employee and organizational objectives.

Student Learning Objectives/Outcomes

By the end of the semester, students should be able to:

1. Examine and interpret the theoretical framework and fundamental concepts of organizational behavior and its influence on management.
2. Analyze and evaluate the environment and external factors that modern organizations, which include businesses, not-for-profits, and governmental agencies, encounter in their daily activities.
3. Diagnose the major sources of concern for managers due to dynamics at the individual, group, and institutional levels, in order to achieve organizations' goals and objectives.

Required Textbooks and Materials

George, Jennifer M. and Gareth R. Jones. 2002. *Understanding and Managing Organizational Behavior*. 4th Edition Upper Saddle River, New Jersey: Prentice-Hall Inc. ISBN 0-13-145424-2 (Referred as G&J).

Additional readings distributed via Web CT

Suggested Course Materials

Schermerhorn, John R., James G. Hunt, and Richard N. Osborn. 2004. *Core Concepts of Organizational Behavior*. Hoboken, NJ: John Wiley & Sons, Inc. ISBN 0-471-39182-4 (Referred as SHO).

Adler, Nancy J. 2002. *International Dimensions of Organizational Behavior*. 4th Edition South-Western, Cincinnati, OH: Thomson Learning. ISBN 0-324-05786-5 (Referred as Adler).

Griffin, Rick W. and Anne M. O'Leary-Kelly. 2004. *The Dark Side of Organizational Behavior*. San Francisco, CA: John Wiley & Sons, Inc. ISBN 0-7879-6223-6 (Referred as G&O).

Assignments & Academic Calendar

Day	Date	Topic	Readings and Assignments
M	August 21	Course Introduction	- Syllabi Overview
W	August 23	Organizational Behavior: Overview	- Appendix of Chapter 1 (33-36 G&J) - Ch. 1 SHO (WebCT)
M	August 28	The Nature of Organizational Behavior	- Ch. 1 G&J - Ch. 3 SHO (WebCT)
W	August 30	Personality	- Ch. 2 G&J - Ch. 2 Adler (WebCT)
M	September 4	Labor Day	- No class
W	September 6	Values, Attitudes, & Moods	- Ch. 3 G&J

			- “How and Why Individuals are Able to Develop Emotional Intelligence.” (distributed in class)
M	September 11	Perceptions, Attributions, & Diversity	- Ch. 4 (pp. 104-124) G&J - Ch. 5 SHO (WebCT)
W	September 13	Judgment & Decision Making	- Ch. 4 (pp.125-132) G&J - Ch. 14 (pp. 470-476) G&J - Ch. 5 G&O (WebCT)
M	September 18	Individual Learning	- Ch. 5 G&J - Ch. 4 SHO (WebCT)
W	September 20	Theories of Motivation	- Ch. 6 G&J - Ch. 6 SHO (WebCT)
M	September 25	Job Design & Goal Setting	- Ch. 7 G&J - Ch. 8 SHO (WebCT)
W	September 27	Organizational Incentives & Performance Management	- Ch. 8 G&J - Ch. 9 G&O (WebCT)
M	October 2	Negotiation	- Ch. 13 G&J - Ch. 18 SHO (WebCT)
W	October 4	Negotiation (continued)	- Negotiation Assignment (in class)
M	October 9	Midterm Exam Review	- Q & A Session (if needed)
W	October 11		- Exam 1
M	October 16	The Nature of Groups & Teams	- Ch. 10 (pp. 310-329 top) G&J - Ch. 9 SHO (WebCT)
W	October 18	Optimizing Team Effectiveness	- Ch. 11 (pp. 342-366) G&J - Ch. 10 SHO (WebCT)
M	October 23	Leadership	- Ch. 12 (pp. 374-399) G&J - Skim Ch. 6 Adler (WebCT)
W	October 25		- Individual Presentations
M	October 30		- Individual Presentations
W	November 1	Group Decision Making	- Ch. 15 (pp. 470-497) G&J - “Groupthink among Policymakers.” (WebCT) - Individual Presentations
M	November 6	Organizational Structure	- Ch. 16 (pp. 504-528) G&J - “Organizing the Federal System for Homeland Security: Problems, Issues, and Dilemmas.” (WebCT) - Individual Presentations (if needed)
W	November 8	Organizational Culture	- Ch. 17 (pp. 534-546 top) G&J - Ch. 13 SHO (WebCT)
M	November 13	Linking Strategy, Structure, & Culture	- Ch. 17 (pp. 546 bottom-558) G&J - “Crisis Communication: Lessons from 9/11.” (WebCT)
W	November 15	Organizational Change	- Ch. 18 (pp. 566-581 top) G&J - Skim Ch. 19 SHO (WebCT)
M	November 20		- Exam 2
W	November 22		- Team Presentations
M	November 27		- Team Presentations

W	November 29		- Team Case Analysis (Write-ups due in my office by 2 pm)
Important dates:			
W	October 4	Negotiation Assignment	
W	October 11	Exam 1	
	Oct. 25 – Nov. 6	Individual Presentations	
M	November 20	Exam 2	
	November 22-27	Team Presentations	
W	November 29	Team Case Analysis	

Grading Policy

Final grades will be calculated based on your individual ability to earn a maximum of 100 total points. Your exams, individual and group work products and your participation in group discussions and presentations will constitute your overall grade. At the end of the semester, I will ask each student to evaluate the contributions of the other members of his/her group to the assigned activities. If group members identify you as a “free rider,” your grade will be affected.

Individual Work:

Exam 1	20 points
Exam 2	20 points
Negotiation Assignment	10 points
Individual Presentation (Journal Article Review or Current Event Assignment)	10 points
Participation & Attendance	10 points

Group Work:

Team Case Analysis (Write-up & Presentation)	20 points
Team Review	10 points

Individual Work:

Negotiation assignment: You will work as a group on a simulated negotiation on October 4th. Your group will be determined on the day of the exercise. Materials and roles will be handed out and posted on WebCT at least one week prior to the due date.

Individual Presentation: Students will prepare and briefly present a written assignment of their choice (either a current event or a relevant journal article) in one class during the semester. This assignment includes a 10 minutes presentation (including Q & A session) and a brief write-up to be turned to the instructor. I encourage you to use Power Point or other audio/visual aids in your presentation.

Journal article review: You will select from peer-reviewed journals two outstanding articles that have been published within the past decade on the subjects of the course. You will be expected to write a thorough review of four-six pages for each of the journal articles you select, including your opinion of the author’s arguments and research, as well

as the article's relevance to the overall topic. All the journals that you use must be peer-reviewed and at least one article must come from *Public Administration Review*.

Current event assignment: The presentation will need to "connect" the current event to one of the main topics of the course, as outlined in the course schedule. The write-up should be four-seven pages in length. If you need help in determining whether or not a particular event is relevant to the course material, please talk to the instructor at least a week before you are scheduled to present.

Group Work:

Team case analysis: This is your opportunity to diagnose an organizational problem. The issue should be selected either from the press or a personal experience of one of the team members. You are encouraged to analyze the problem using the theoretical knowledge gained throughout the course, while developing your interpersonal and teamwork abilities. The team will be expected to submit a seven-ten pages paper and prepare a 20 minutes presentation for the class period (including Q & A session). As with your individual presentation, the team should use Power Point or other A/V aids. All team members should participate in the presentation.

Note.- The format for all papers and work assignments should be 12-point type, double-spaced on one side of the page with margins of one inch. You should use a separate page to list your references (this page will not count towards your minimum page limit).

Grading scale:

90-100	= A
80-89	= B
70-79	= C
60-69	= D
<59	= F

Course & Instructor Policies

Class Attendance

Students are expected to complete reading assignments before class time, be prepared to discuss readings, arrive punctually, and attend class every session. There will be no time allowed for in-class reading. Class discussions and participation are an important component of the course because they improve your ability to apply and understand the material, rather than simply memorize it. As such, class time will be divided between lectures, interactive exercises, discussing alternative perspectives to develop understandings of the course material, and student presentations.

Your class participation grade will be based on contributions to class discussion, attendance, and professional behavior. You will not be eligible for full credit on participation & attendance (max. 10 points), even when you attend all sessions, if you do not contribute to the discussion. It

is equally important for you to attend as well as contributing to class. If you do not attend class, you cannot participate in class discussion. Frequent absences will significantly impact your class participation grade. I will take attendance, and you will be permitted a total of two absences. Each absence beyond those two will result in a .5 point drop on your grade. Please speak to me if you have commitments that conflict with the requirement of attending class.

You will be asked to provide your opinion and interpretation of the day's topic. I encourage you to draw upon your own experiences in organizations of any kind (professional, volunteer, school, extracurricular, church, etc.) as they relate to class discussion.

Make-up Exams

No make-up exams will be allowed, unless **previous** arrangements have been made with the instructor.

Extra Credit

Opportunities for extra credit will be discussed in class as the semester progresses.

Late Work

Extensions for assignments are not generally permitted. If, however, you are in need of special consideration or extension of deadlines, you should address your situation with the instructor in private (phone or e-mail). Please do not ask for exceptions before, during, or after class. In any event, you will not be eligible for full credit for assignments that are turned in late.

Special Assignments

WebCT will be used to distribute readings and other material for the course. It will also be used for e-mail correspondence with the class if communication is necessary and so all students must have a UTD netID and password. If you are unfamiliar with WebCT go to the following website for directions:

http://www.utdallas.edu/distancelearning/students/webct_login.htm

If you need help with a netID or password go to:

<http://www.utdallas.edu/distancelearning/students/netid.htm>

Please make sure you check the website promptly. You can access WebCT either from a home PC or on campus.

Field Trip Policies

Off-campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm. Additional information is

available from the office of the school dean. Below is a description of any travel and/or risk-related activity associated with this course.

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with

university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:
The University of Texas at Dallas, SU 22
PO Box 830688
Richardson, Texas 75083-0688
(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

These descriptions and timelines are subject to change at the discretion of the Professor.

Selected Peer-Reviewed Journals in Public Administration and its subfields

Administration and Society

Administrative Science Quarterly

American Review of Public Administration

Brookings Review

Evaluation Review

International Journal of Public Administration

Journal of Policy Analysis and Management

Journal of Public Administration Research and Theory

Public Administration Quarterly

Public Administration Review

Public Finance Quarterly

Public Personnel Management

Public Productivity and Management Review

Review of Public Personnel Administration