

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

PA 3335-521 Organizational Behavior
Term: Summer 2007

Contact Information

Instructor:	Adrian M. Velazquez
Meetings:	W 6:00 p.m. - 10:00 p.m. WSTC 1.302
Office Phone:	(972) 883-5343
Office Location:	WT 1.102 17919 Waterview Parkway (WESTEC Building)
Email Address:	amvelazquez@utdallas.edu (preferred contact)
Office Hours:	Wednesdays 4:30 p.m. – 5:30 p.m. or by appointment
Mail Station:	WT 17

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. 2007. *Understanding and Managing Organizational Behavior*. 5th Edition Upper Saddle River, New Jersey: Prentice-Hall Inc.
ISBN 0-13-239457-X (Referred as G&J).

Suggested Course Materials (selected chapters distributed via WebCT)

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	Recommended Readings**
W	May 16	<ul style="list-style-type: none">• Course Introduction• Organizational Behavior: Overview• The Nature of Organizational Behavior	<ul style="list-style-type: none">- Syllabi Overview- Ch. 1 G&J- Appendix of Chapter 1 G&J	<ul style="list-style-type: none">- Ch. 1 & 3 SHO

W	May 23	<ul style="list-style-type: none"> Individual Differences: Personality & Ability Values, Attitudes & Moods and Emotions 	- Ch. 2 & 3 G&J - Report 1	- Ch. 2 Adler - “How & Why Individuals are Able to Develop EI.”
W	May 30	<ul style="list-style-type: none"> Perception, Attribution, & the Management of Diversity Learning and Creativity 	- Ch. 4 & 5 G&J - Report 2 - Current Event Topic Due	- Ch. 4 & 5 SHO
W	June 6	<ul style="list-style-type: none"> The Nature of Work Motivation Job Design and Goal Midterm Exam Review 	- Ch. 6 & 7 G&J - Report 3 - Individual Presentations	- Ch. 6 & 8 SHO
W	June 13	<ul style="list-style-type: none"> Performance Management Setting Organizational Incentives 	- Midterm Exam - Ch. 8 & 9 G&J	- Ch. 9 G&O
W	June 20	<ul style="list-style-type: none"> The Nature of Groups & Teams Optimizing Team Effectiveness 	- Ch. 10 & 11 G&J - Report 4 - Individual Presentations	- Ch. 9 & 10 SHO
W	June 27	<ul style="list-style-type: none"> Leadership Judgment & Decision Making 	- Ch. 12 & 15 (pp. 499-510) G&J - Report 5 - Individual Presentations	- Ch. 5 G&O - Ch. 6 Adler
W	July 4	INDEPENDENCE DAY	No class	Enjoy!
W	July 11	<ul style="list-style-type: none"> Group Decision Making Negotiation 	- Ch. 13 & 15 (pp. 511-527) G&J - Negotiation Assignment	- Ch. 18 SHO - “Groupthink among Policymakers.”
W	July 18	<ul style="list-style-type: none"> Organizational Design & Structure Organizational Culture 	- Ch. 16 & 17 G&J - Report 6 - Individual Presentations	- Ch. 13 SHO - “Crisis Communication: Lessons from 9/11.”
W	July 25	<ul style="list-style-type: none"> Linking Strategy, Structure, & Culture Organizational Change 	- Ch. 18 G&J - Report 7	- Ch. 19 SHO
W	August 1		- Final Exam (Take-home)	- Due in my office by 6 pm
IMPORTANT DATES				
W	May 23, 30, June 6, 20, 27, July 18 & 25		Reports Due Dates	
W	May 30		Current Event Topic Due	
W	June 13		Midterm Exam	
W	June 6, 20, 27 & July 18		Individual Presentations	
W	July 11		Negotiation Assignment	
W	August 1		Final Exam	

****Recommended Readings and additional materials will be distributed via WebCT.****

Grading Policy

Final grades will be calculated based on your individual ability to earn a maximum of 180 total points. Your exams, individual 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 negatively.

Assignments:

Exam 1	20 points
Exam 2	20 points
Reports (10 points each)	60 points
Negotiation Assignment	20 points
Current Event Assignment	30 points
Participation & Attendance	20 points
Team Review	10 points

Reports: Students will write reports to be delivered at the beginning of class. There are seven reports to write throughout the semester. Each report should be typed and no more than 2-3 pages long. The report will cover the following aspects:

- Summary of the readings for the class period, where you will discuss the applicability of the readings to the Opening Cases or to the New York Times Cases.
- Summary of the readings along with explanations of how they “connect” to the case study assigned for discussion during the corresponding class period.

In any case, you should write at least three reports in each format in order to obtain credit for your reports at the end of the semester.

Negotiation assignment: You will work as a group on a simulated negotiation on July 11. Your group will be determined in the previous class to 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. Any additional materials required for the exercise will be distributed on July 11.

Current event: Students will prepare and briefly present a written assignment of their choice of a current event in one class during the semester. This is your opportunity to diagnose an organizational problem. The assignment includes a 12-15 minutes presentation (including Q & A session) and a write-up to be turned to the instructor the day you are scheduled to present. I encourage you to use Power Point or other audio/visual aids in your presentation. 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 seven-ten 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.

Note.- The format for all papers and work assignments should be Times New Roman, 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:

167-180 = A	132-137 = C
162-166 = A-	126-131 = C-
156-161 = B+	120-125 = D+
150-155 = B	114-119 = D
144-149 = B-	108-113 = D-
138-143 = C+	<107 = 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. 20 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 3 points 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. The rule applies whether you intend to miss the exam for personal reasons, academic reasons or sanctioned school events. If you demonstrate sufficient justification for rescheduling, I will work with you to find a mutually beneficial time. On the other hand, if you wait to contact me until after the exam has been given, you will need strong evidence of your prior incapacitation, through no fault of your own, that prevented you from complying with this policy. Missing an exam will result in an exam

score of 0 points. Make-up exams, while covering the same materials, may differ in design and organization from the in-class exam.

Extra Credit

Grades in class are based on the work that you complete. Opportunities for extra credit will be discussed in class as the semester progresses. However, there will be NO en of semester extra-credit assignments made on an individual-student basis.

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 if an assignment is 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>

Or call the Help Desk at (972) 883-2911

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. **Please direct all e-mails to me to the address published on this syllabus, and NOT to the WebCT e-mail system. I will not respond to WebCT e-mail.**

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.