

PA 3380
Organizations: Theory and Behavior
Spring 2023

CONTACT INFORMATION

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Office Hours: By appointment (Teams)

COURSE DESCRIPTION

PA 3380 - Organizational Theory and Behavior is an online undergraduate-level course designed to provide students with an understanding of the major topics, issues, and contributions in the literature on organizations and management, with emphasis on applications to government and nonprofit organizations. Organizational theory and behavior draw on several disciplines: management, philosophy, psychology, sociology, political science, history, and anthropology. It is designed for students to gain knowledge of human behavior in complex public and nonprofit environments and to improve skills in effectively navigating the process of managing behavior. The topics covered in this course will consider the distinctive contexts of public and non-profit organizations. Students will develop a useful appreciation of human behavior- its limits and opportunities, in the contexts of the organization, gain an understanding of organizational behavior, and have an appreciation of the complexities and challenges that surround human behavior in public and non-profit organizations.

STUDENT LEARNING OBJECTIVES/OUTCOMES

Upon completion of this course, students should:

- Become well informed about the concepts of Organization Theory and Behavior as well as their applications in public and nonprofit organizations.
- Understand the role that individuals, groups, and systems have on behavior in organizations.
- Evaluate the usefulness of organizational and human behavior theories as tools to improve leadership and management in public and nonprofit organizations.
- Develop knowledge of the important components or dimensions of organization theory and behavior including, leadership and behavior, culture, motivation, and strategic decision-making.
- Develop a sense of how to lead, organize, and manage organizations in relation to topics such as leading change, developing organizational culture, designing organizations, and making strategic decisions.
- Consider the application of these topics in the public and nonprofit sectors and their implications in these sectors.
- Identify effective ways to improve communication to better manage human behavior of individuals in teams and groups and public organizations.

REQUIRED TEXTBOOKS AND MATERIALS



Denhardt, R. B., Denhardt, J. V., Aristigueta, M. P., & Rawlings, K. C. (2018). *Managing human behavior in public and nonprofit organizations*. 5th Edition, Thousand Oaks: Sage/CQ Press.

ISBN: 978-1-5063-8266-1 (Referred as DDAR)

Textbooks and some other bookstore materials can be ordered online through Off-Campus Books <http://www.offcampusbooks.com>, VitalSource, or the UT Dallas Bookstore <http://www.bkstr.com/texasatdallasstore/home>

CLASS FORMAT AND EXPECTATIONS

This is an online course and entirely web-based. All assignments will be completed online through UTD eLearning site <https://elearning.utdallas.edu>, using UTD Net ID account.

The expectation is that even though we will not be meeting face to face, you are responsible for reading the assigned course material each week and participating in online activities.

Assignments are intended to encourage your exploration, reflection, and synthesis of the assigned topics and course discussions. Lecture PowerPoints will be posted each week on eLearning. Please note that the PowerPoint presentations are designed to assist you with your textbook readings but are not to substitute them. Course assessments will include weekly discussions, quizzes, midterm project, research proposal and final research paper. Late submission will not be accepted, except for extenuating circumstances, and only with proper written documentation.

Please see the course access and navigation section of the site for more information <https://ets.utdallas.edu/elearning/students/current/getting-started>

To become familiar with the eLearning tool, please see the Student eLearning Tutorials <https://ets.utdallas.edu/elearning/students/current/tutorials>.

UT Dallas provides eLearning technical support 24 hours a day/7days a week. The eLearning Support Center <https://ets.utdallas.edu/elearning/helpdesk> services include a toll-free telephone

COURSE COMPONENTS

Discussion board (32%, 160 points = 10*15points each + Introduction activity 10 points)

The weekly discussion board is a great way for both the student and the instructor to monitor your understanding of the material and your progress in the course. There will be one (1) introduction activity and ten (10) assigned discussion boards over the course of the semester.

Each student is required to (1) discuss the case study or questions related to the reading materials of the week; (2) provide comments/opinions on at least two (2) other discussion boards.

Please note that you can only see other students' responses after you post your own. While there is no word limit for these responses, certain responses will not be graded. These include responses such as such as "I agree," "You are right" or "I disagree". Good responses are logical, well-reasoned, and supported by evidence from readings of the week. The discussion board will be available on eLearning every Monday. The deadline is Sunday at 11.59 PM.

Quizzes (18%, 90 points = Quiz 1*10points + Quiz 2-5*20 points each)

There will be five (5) quizzes over the semester. Each quiz will cover one or two chapters and will include 10 (Quiz 1) or 20 (Quiz 2 – 5) multiple choices and true/false questions. The Quiz will open on Monday at 10 a.m. and close on Sunday at 11:59 p.m. on the quiz week as noted on the course schedule.

Although the quiz is not timed, you will need to complete it in **one sitting**. If you exit the quiz page, you will not be able to log back in and complete it. I advise students to attempt the quiz only when they feel they have read and understood the material and they have no other commitments. The quizzes are open book, so you can refer to the text while completing the quiz.

Midterm project (25%, 125 points)

The midterm exam will be an individual project. Students are required to present a topic of their interest regarding organizational theory and behavior. Information and requirements are available on E-learning at the beginning of the semester. Students will have six weeks to work on this project.

Research Proposal (5%, 25 points)

This course helps you to become an expert in the field of Organizations theory and behavior, and as part of the assessments, you are required to provide a one-page research proposal for the final paper. The proposal gives an opportunity for the instructor to provide feedback on your topic and to offer constructive feedback before you work on the final research paper. The proposal should provide:

- a) Topic of your research
- b) Theoretical Framework/ theory guiding your research
- c) Rationale for the choice of scholar and/theory
- d) At least five references that you plan to use for your final research. These references should include at least two journal articles or books.

Research Paper (20%, 100 points)

The final paper is for you to become an expert on a concept/theory/topic in the field of organizational theory and behavior. The research paper should be (6 to 10 pages, double spaced, Time New Roman, 12) on any topic that interests you the most (e.g. leadership, motivation, decision making, conflict management, stress management, negotiations, and communication).

Once you choose a topic, go online to the UTD library and search for at least 5 academic articles on your chosen topic. For this research project, you are required to select one specific theory or

scholar's work that you find to be the most interesting. You are expected to research the work of this scholar/theory and demonstrate your understanding of the theory both from a scholarly and practitioner perspective.

As an outcome of this research, you are asked to produce a research paper. This paper should provide:

- An introduction
- Description of the theory
- A brief literature review
- A critical analysis of the theory (here, you can describe the pros and cons of the theory based on your understanding and analysis of existing literature)
- Applications of the theory in the field of management, particularly in public and nonprofit management

GRADING

Your final grade will be based on the scale below. Grades for all assignments and tests will be posted on eLearning under grades.

| | |
|--|--------------------------|
| Discussion Board (10*15 points each + Introduction activity 10 points) | 160 points (32%) |
| Quizzes (Quiz 1*10 points + Quiz 2-5*20 points each) | 90 points (18%) |
| Midterm project | 125 points (25%) |
| Research Proposal | 25 points (5%) |
| <u>Research Paper (Literature Review)</u> | <u>100 points (20%)</u> |
| Total | 500 points (100%) |

Grading Policy

Grading for this course shall be structured as follows:

| | | |
|---------------|-------------|--------------|
| 98%-100% = A+ | 94%-97% = A | 90%-93% = A- |
| 87%-89% = B+ | 84%-86% = B | 80%-83% = B- |
| 77%-79% = C+ | 74%-76% = C | 70%-73% = C- |
| 0%-59% = F | | |

Note: The course syllabus may be amended at any time by the instructor. If necessary, the updated syllabus will be posted on eLearning and its changes discussed online.

| Date | Topic and Readings | Assignments & Deadlines |
|-------------------------------------|--|---|
| Week 1: Jan. 17 - 22 | Course Introduction DDAR Chapter 1: Organizational Behavior as a Way of Thinking and Acting | Introduction Activity Discussion Board 1 <i>Sunday, Jan. 22, 11:59 PM</i> |
| Week 2: Jan. 23 - 29 | DDAR Chapter 2: Knowing and Managing Yourself | Discussion board 2 Quiz 1 (Chapter 1) <i>Sunday, Jan. 29, 11:59 PM</i> |
| Week 3: Jan. 30 - Feb. 5 | DDAR Chapter 3: Fostering Creativity and Innovation | Discussion board 3 <i>Sunday, Feb. 5, 11:59 PM</i> |
| Week 4: Feb. 6 - 12 | DDAR Chapter 4: Managing Stress | Discussion board 4 Quiz 2 (Chapter. 3&4) <i>Sunday, Feb. 12, 11:59 PM</i> |
| Week 5: Feb. 13 - 19 | DDAR Chapter 5: Decision Making | Discussion board 5 <i>Sunday, Feb. 19, 11:59 PM</i> |
| Week 6: Feb. 20 - 26 | DDAR Chapter 6: Motivation and Engagement | Discussion board 6 <i>Sunday, Feb. 26, 11:59 PM</i> |
| Week 7: Feb. 27 - Mar. 5 | MIDTERM WEEK Chapters 1-6 | Midterm project <i>Sunday, Mar. 5, 11:59 PM</i> |
| Week 8: Mar. 6 - 12 | DDAR Chapter 7: Leadership in Public Organizations | Research Proposal <i>Sunday, Mar. 12, 11:59 PM</i> |
| Week 9: Mar. 13 - 19 | SPRING BREAK ! | No Assignments this week |
| Week 10 Mar. 20 - 26 | DDAR Chapter 8: Power and Organizational Politics | Quiz 3 (Chapter 7&8) <i>Sunday, Mar. 26, 11:59 PM</i> |
| Week 11 Mar. 27 - April 2 | DDAR Chapter 9: Communicating Effectively with Others | Discussion board 7 <i>Sunday, April 2, 11:59 PM</i> |
| Week 12 April 3 - 9 | DDAR Chapter 10: Working Groups and Teams | Discussion board 8 Quiz 4 (Chapter 9&10) <i>Sunday, April 9, 11:59 PM</i> |
| Week 13 April 10 - 16 | DDAR Chapter 11: Managing Conflict | Discussion board 9 <i>Sunday, April 16, 11:59 PM</i> |
| Week 14 April 17 - 23 | DDAR Chapter 12: Organizational Culture and Change | Quiz 5 (Chapter 11&12) <i>Sunday, April 23, 11:59 PM</i> |
| Week 15 April 24 - 30 | DDAR Chapter 13: Representing the Organization “On the Outside” | Discussion board 10 <i>Sunday, April 30, 11:59 PM</i> |
| Week 16 May 1 – 7 | DDAR Chapter 14: Managing Behavior in the Public Interest | Final Research Paper <i>Sunday, May 7, 11:59 PM</i> |

CLASS PARTICIPATION AND LATE WORK

PA 3380 is an online course, and your regular course participation online is important for your success. Students should allocate several hours in the week to go through the assigned readings. It is important to complete the assigned work on time as late work will not be graded. If there are any special circumstances, the student should let me know ahead of time, and we can make arrangements.

MAKEUP EXAMS AND LATE ASSIGNMENTS

The dates of exams and other assignments are indicated on the class schedule. Because you will have around two weeks to complete the mid-term and final research paper, you most likely will not need makeup. However, in the case of extenuating circumstances, make-up exams will be allowed only for legitimate reasons and with proper written documentation. If you fail to take an exam or turn in a late assignment without a reasonable excuse, you will receive a “0” for that portion of the course.

COMMUNICATION WITH INSTRUCTOR

This course utilizes online tools for interaction and communication. The instructor will communicate with students mainly using the Announcements, Discussion board, and course email. Students may send personal concerns or questions to the instructor via e-mail. Please set up a prior appointment with the instructor, if you wish to meet him personally. NOTE: If you have something that needs the instructor’s immediate attention, please send him an email with URGENT – PA 3380 in the subject line. For more details, please visit the eLearning Tutorials webpage <https://ets.utdallas.edu/elearning/students/current/tutorials> for video demonstrations on eLearning tools. Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

ELEARNING SYSTEM

This class uses UTD’s eLearning System to manage online content. You should log in to your eLearning account to ensure that you have no problems accessing the site. Once you are logged in, you will find links to eLearning student tutorials

<http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html>.

Computer Literacy

To succeed in this class, you must be computer literate and have a basic understanding of the Internet. If you do not consider yourself to be computer literate, please consider taking a traditional class instead.

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage

<https://ets.utdallas.edu/elearning/students/current/getting-started>. The number for immediate assistance is (1-866-588-3192), email request service, and online chat service.

Internet Access

All coursework and reading assignments will be provided electronically on the internet. Activities will include streaming and watching videos as well as completing exams and assignments online. These activities are not possible on anything other than a high-speed Internet connection. Remember computer technology can be unreliable, so plan ahead.

Policy on Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time-sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online eLearning Help Desk <https://ets.utdallas.edu/elearning/helpdesk>. UTD provides eLearning technical support 24 hours a day/7 days a week. Please use this link to access the UTD eLearning Support Center: <http://www.utdallas.edu/elearninghelp>, 1-866-588-3192. The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student Accessibility, and many others. Please see the eLearning Current Students page <https://ets.utdallas.edu/elearning/students/current> for details.

Mental Health Service

The fact the time we live in, especially with the public health crisis and COVID-19, can produce anxiety and distress in students. This is a gentle reminder that you have mental health services available to you on campus. Students experiencing anxiety or distress, either from the topics discussed in this class or from other stressors, are encouraged to seek self-care via the on-campus services provided: Student Counseling Center Phone: 972-883-2575. Location: Student Services Building SSB 4.600. If you are having a mental health crisis you can call the 972-UTD-TALK or 911 24 hrs a day/7 day a week

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 demonstrates a high standard of individual honor in his or her scholastic work. See <https://www.utdallas.edu/conduct/integrity/>.

ACADEMIC DISHONESTY

Academic dishonesty can occur in relation to any type of work submitted for academic credit or

as a requirement for a class. It can include individual work or a group project. Academic dishonesty includes plagiarism, cheating, fabrication, and collaboration/collusion. In order to avoid academic dishonesty, it is important for students to fully understand the expectations of their professors. This is best accomplished through asking clarifying questions if an individual does not completely understand the requirements of an assignment.

Additional information related to academic dishonesty and tips on how to avoid dishonesty may be found here: <https://www.utdallas.edu/conduct/dishonesty/>.

COMET CREED

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same: “As a Comet, I pledge honesty, integrity, and service in all that I do.”

ACADEMIC SUPPORT RESOURCES

The information contained in the following link lists the University’s academic support resources for all students. Please go to <http://go.utdallas.edu/academic-support-resources>.

UT DALLAS SYLLABUS POLICIES AND PROCEDURES

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus. Please review the sections regarding the [credit/no credit](#) grading option and withdrawal from class. Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the instructor.