
OBHR 3310.501 Course Syllabus

School of Management
The University of Texas at Dallas

Course Information

Course Number/Section **OBHR 3310.501**
Course Title Organizational Behavior
Term Spring 2023
Days & Times Thursdays 7:00-9:45pm (JSOM 12.206)

Professor Contact Information

Professor: Dr Agnieszka Skuza (Olsztyńska)
Office Phone: 972-883-5099
Other Phone: please use eLearning messages (course messages)
E-mail: please use e-learning e-mail (use agnieszka.skuza@utdallas.edu **only in case of emergency!**)
Office Location: SOMII 13.403
Online Office Hours: Tuesdays and Thursdays 5pm-6pm CT or by appointment (please e-mail me through the course site or use my e-mail address). Office hours will be held on MS-Teams.

Teaching Assistant Contact Information

Teaching Assistant: Garg, Suyash
Email Address: suyash.garg@utdallas.edu

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

No

Course Description

This course emphasizes theoretical concepts and practical methods for understanding, analyzing, and predicting individual, group, and organizational behavior. Topics include work motivation, group dynamics, decision making, conflict and negotiation, leadership, power, and organizational culture. Ethical and international considerations are also addressed. Students will learn about factors influencing individual behavior, choices, and perceptual processes so they can better understand and influence others in the workplace. The course will provide you with theoretical issues and practical challenges of building effective teams. You will also learn about models of leadership, their evolution and effectiveness. The class will be conducted using a variety of methods including lectures, exercises, cases, class discussions, and videos.

Your active engagement and sharing of experiences will be key factors in making this course a success. Respect for the opinions of others is an essential characteristic of any learning community.

Student Learning Objectives/Outcomes

- Upon finishing this course, students are expected to recognize and understand the following course objectives:
1. Demonstrate an understanding of how individual (e.g., personality, diversity, motivation, and attitudes), group (e.g., teams, rewards, leadership, and communications), and organizational (e.g., structure, culture, and politics) level factors independently and jointly affect behavior within organizations.
 2. Explain and apply major theoretical approaches and empirical findings in Organizational Behavior at the individual, group, and organizational level.
 3. Apply basic theories of motivation, evaluate the differences between different motivational approaches and assess the efficacy of motivational programs.

4. Recognize Decision Making (DM) problems and opportunities and apply the appropriate DM models while considering ethical dilemmas and implications.
 5. Demonstrate an understanding of the sources and consequences of multi-ethnic and multi-cultural diversity and develop strategies to bridge the differences and capitalize on the benefits of diversity in all its forms in organizations.
 6. Increase self-awareness and understanding of your strengths and weaknesses so that you can be more effective in your career.
 7. Analyze and explain the connection between OB concepts and personal work experiences.
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Required Textbook

Textbook: Steven McShane, Mary A. Von Glinow, M: Organizational Behavior, 4th Ed., McGraw Hill, 2019 (ISBN13: 9781259927676; ISBN10: 1259927679)

The textbook is available in stock at the [UTD Bookstore](#) and Off-Campus Books.

Recommended Readings:

- Boris Ewenstein, Bryan Hancock, Asmus Komm, (2018), "Ahead of the curve: The future of performance management, McKinsey Quarterly.
- Bernstein, E., Blunden, H., Brodsky, A., Sohn, W., & Waber, B. (2020). The implications of working without an office. *Harvard Business Review*, July 15, 7.
- Rothbard, N. P. (2020). Building Work-Life Boundaries in the WFH era. *Harvard Business Review*, July 15, 7.
- Young, H. R., Glerum, D. R., Wang, W., & Joseph, D. L. (2018). Who are the most engaged at work ? A meta - analysis of personality and employee engagement, (August 2017), 1330–1346.
- Lee, M. T., Raschke, R. L., Lee, M. T., & Raschke, R. L. (2016). Understanding Employee Motivation and Organizational Performance: Arguments for a Set-Theoretic Approach *Journal of Innovation set-theoretic approach*.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions, 67, 54–67.
- Royle, M. T., & Hall, A. T. (2012). The Relationship between McClelland's Theory of Needs, Feeling Individually Accountable, and Informal Accountability for Others. *International Journal of Management and Marketing Research*, 5(1), 21–43.
- Gartzia, L., & Baniandrés, J. (2016). Are people-oriented leaders perceived as less effective in task performance? Surprising results from two experimental studies. *Journal of Business Research*, 69(2), 508–516. <https://doi.org/10.1016/j.jbusres.2015.05.008>
- Mickan, S., & Rodger, S. (2000). Characteristics of effective teams: a literature review. *Australian Health Review*, 23(3), 201–208.
- Kabanoff, B., & Daly, J. (2002). Espoused Values of Organisations. *Australian Journal of Management*, 27, 89–104.
- Testa, M. R., & Sipe, L. J. (2013). The Organizational Culture Audit: Countering Cultural Ambiguity in the Service Context. *Open Journal of Leadership*, 2(2), 36–44.
- Chatman, J. A., Caldwell, D. F., Reilly, C. A. O., & Doerr, B. (2014). Parsing organizational culture: How the norm for adaptability influences the relationship between culture consensus and financial performance in high-technology firms. *Journal of Organizational Behavior*, 35, 785–808.

Course Schedule

(All Chapter-related lectures are recorded and will be available before the class. Please listen to the video-presentations before you come to the class)

WEEK/ DATES	TOPIC/LECTURE**	READING	ASSESSMENT / ACTIVITY	DUE DATE
Week 1 1/16 - 1/22	Module 0: Course Access and Self- Orientation		Syllabus Review	
			Video introduction on the Discussion Board	1/22
			Self-enrollment in a group project	1/29
Week 2 1/23 – 1/29	Module 1: Introduction to The Field of Organizational Behavior	Chapter 1 Christensen, L., Gittleson, J., & Smith, M. (2020). The most fundamental skill: Intentional learning and the career advantage, McKinsey Quarterly.	<u>Before you come to the class:</u> Read article Self-enrollment in a group project	1/29
Week 3 1/30 - 2/05	Module 2: Individual Differences: Personality and Values	Chapter 2 How The MBTI Can Help You Build A Stronger Company (Handout 1)	<u>Before you come to the class:</u> Complete the MBTI Personality Assessment: http://www.humanmetrics.com/cgi-win/jtypes2.asp Read Handout 1 and be prepared to discuss personality assessment implications for teamwork.	2/01
			Project Presentation - Team 1	2/02
Week 4 2/6 - 2/12	Module 3: Perceiving Ourselves and Others in Organizations	Chapter 3 How to Develop an Internal Locus of Control (Handout 2)	Complete Online Assignment 1 <u>Before you come to the class:</u> Read Handout 2 and be prepared to discuss its content	2/12
			Project Presentation - Team 2	2/09
Week 5 2/13 - 2/19	Module 4: Workplace Emotions, Attitudes, and Stress	Chapter 4 Bernstein, E., Blunden, H., Brodsky, A., Sohn, W., & Waber, B. (2020). The implications of working without an office. Harvard	Complete Online Assignment 2 <u>Before you come to the class:</u> Read the article from Harvard Business Review and be prepared to discuss the content of article.	2/19
			Project Presentation - Team 3 Project Presentation - Team 4	2/16 2/16

		Business Review, July 15.		
Week 6 2/20 – 2/26	Exam 1 (Chapters 1, 2, 3, 4)		Monday, February 20th, from 8:00 am to Saturday, February 25th 1:00 pm (Central Time)	
Week 7 2/27 - 3/05	Module 5: Foundations of Employee Motivation	Chapter 5 Written Assignment: “Employee motivation. A powerful new model.”, N. Nohria, B. Groysberg, and Linda- Eling Lee, Harvard Business Review, July/August 2008	Complete Online Assignment 3 Written Assignment Questions. Please answer the questions (see further the detailed information): 1. Characterize four drives of motivation. 2. What are the organizational levers of motivation? 3. Link motivation concepts presented in the article to your motivational preferences and your personality type (as diagnosed in the MBTI Personality test). Project Presentation - Team 5 Project Presentation - Team 6	3/05 Due date 3/05 3/02 3/02
Week 8 3/06 - 3/12	Module 6: Decision Making and Creativity	Chapter 6 Watch Video: Decision Making Overload Example: Ron Johnson and the Destruction of J.C. Penney (pp. 185 + handout 4)	Complete Online Assignment 4 Project Presentation - Team 7 Project Presentation - Team 8	3/12 3/09 3/09
Week 9 3/13 - 3/19	SPRING BREAK – NO CLASSES			
Week 10 3/20 - 3/26	Module 7 Team Dynamics	Chapter 7 4 Tips for Managing Global Teams (handout 5)	Complete Online Assignment 5 <u>Before you come to the class:</u> Read Handout 5 and be prepared to discuss content of the handout 5.	3/26
Week 11 3/27 – 4/02	Exam 2 (Chapters 5, 6, 7)		Monday, March 27th, from 8:00 am to Saturday, April 1st 1:00 pm (Central Time)	

Week 12 4/03 - 4/09	Module 8 Leadership in Organizational Settings	Chapter 11	Complete Online Assignment 6	4/09
		Watch Video case: Renault, Nissan and Mitsubishi: Was Carlos Ghosn Too Powerful?	Project presentation - Team 9	4/06
Week 13 4/10 – 4/16	Module 10 Organizational Culture	Chapter 13	Complete Online Assignment 7	4/16
			Project presentation - Team 10 Project presentation - Team 11	4/13 4/13
Week 13 4/17 – 4/23	Module 10 Organizational Culture	Watch Video case: Interview with Reed Hastings	<u>Before you come to the class:</u> Be prepared to discuss the following issues related to the video: 1. Based on what Reed Hasting says about Netflix culture assess what features/values as a leader he installed in Netflix. 2. Evaluate the link between corporate culture and the personality of a leader. Give examples other than Netflix.	4/23
			Project presentation - Team 12 Project presentation - Team 13	4/20 4/20
Week 15 4/24 – 4/30	Module 11: Organizational Change	Chapter 14	Complete Online Assignment 8	4/30
		Change management https://www.youtube.com/watch?v=9yysOwXbzRA	Project Presentation - Team 14 Project Presentation - Team 15	4/27 4/27
Week 16 5/01 – 5/07	Exam 3 (Chapter 11, 13, 14)		Monday, May 1st, from 8:00 am to Saturday, May 6th 1:00 pm (Central Time)	

*All Chapter-related lectures are recorded and will be available before our meeting. Please listen to the video-presentations before you come to the class.

NOTE: all of the above times/dates are as per US Central Time Zone. It is **YOUR responsibility** to ensure that your assignment submissions/exams are done within this time zone.

Proctored Final Exam Procedures

If your course has a proctored exam requirement, please see the [UTD Testing Center](#) web pages and [Distance Learning Proctored Exams](#) to make arrangements.

Grading Policy

Final Grade Calculation will be as follows (percent of total points):

97 and above	A+
94 – 96.99	A
90 – 93.99	A-
87 – 89.99	B+
84 – 86.99	B
80 – 83.99	B-
77 – 79.99	C+
74 – 76.99	C
70 – 73.99	C-
67 – 69.99	D+
64 – 66.99	D
60 – 63.99	D-
anything below 60%, is a grade of F	

Grade evaluation mix

Exam 1	20%
Exam 2	20%
Exam 3	20%
Participation in discussions	18%
Online Assignments	8%
Written assignment	5%
Group project	9%

Assignments

Video introduction on Discussion Board

Objectives:

- Get to know one another
- Build greater community
- Celebrate our community diversity

Record and post your **video introduction** to [CometSpace](#) (instructions on the discussion board). After the video is on CometSpace, create a shareable link and post it in the discussion board. In the video, provide the following information in this order:

1. Your name
2. A description of your job and employer/industry information (current or previous)
3. Where you are located geographically
4. Anything else that is important to you that will give us a fuller picture of who you are
5. One interesting fact about you that is generally not known

Exam 1, 2, and 3 (each worth 20%, total of 60%)

You will have 60 minutes to take the exams. Each exam will consist 40 questions, which will include both true or false and multiple-choice questions. The questions for the exam will be drawn from the textbook and my lectures.

The exams will be available on the day indicated on the Academic Calendar, and instructions will be given, indicating the total time allowed for completion once the exam is opened. The exams will be available under Exams link on the course menu. You can access them by clicking the link and then clicking the available exam title links. You need to take the exam in the **testing center** (please register at <https://ets.utdallas.edu/testing-center/students/>).

Each exam is timed and can only be accessed one time within the scheduled time window. Please read the on-screen instructions carefully before clicking “Begin.” After each exam is graded and released, you may go to My Grades page and click the score link of the exam to view your graded submission.

Do not expect that you can finish the exam by looking up information in your notes. Organize your information and do your best to understand the material before you attempt the exam. Based on years of experience, I suggest that you do not wait until the last day to complete your exam - especially if you are not used to this delivery system. The exams must be completed alone. Do not share exam information in any form with anyone.

Participation in discussions (18%)

Participation in all class-related activities is expected regardless of modality. Students who fail to participate in their assigned discussion or group project activities will lose a portion or all of the grade points assigned for such activities. Successful participation is defined as consistently adhering to University requirements, as presented in the Syllabus.

Online assignments (8%)

Online assignments have a form of a short quiz that relate to an important theme of the Chapter. Each assignment/quiz consists of 5-6 questions and is preceded by a short text. Read it carefully before answering the questions. Overall, your 8 quiz scores will make up this part of your grade (each online assignment is worth 1%). You have 15 minutes for each assignment. Online assignments will be posted on Monday and close on Sunday 11:59 pm of each week (see due dates in Course Schedule). For example, the due date for online assignment 1 is February 12th. **LATE ASSIGNMENTS ARE NOT ACCEPTED.**

Written assignment (5%)

The written assignment includes answering the questions concerning the article “Employee motivation. A powerful new model.”, N. Nohria, B. Groysberg, and Linda-Eling Lee, Harvard Business Review, July/August 2008. The questions you will find in the course schedule - Week 4. The written assignment should include at least **1-page answer per each question (3 pages minimum)** - Times New Romans, 12, 1.5 space for each question. Please do not add a cover page, nor the references page. The due date is specified in the Course Schedule table.

Group project - report and presentation (9%)

Each group of students will be expected to prepare one research report (minimum 10 pages; 1.5 space, font 12 Times New Roman). **Data tables must be included in the report**, but tables must not exceed a total of 2 pages. **Data** is very important in explaining historical and future trends and present important facts. Please keep the tables the reasonable size. The report will be graded on the basis of methods of analysis, depth of research study, and references (**at least 5 references are expected from refereed journals** - prime business and economic journals, as well as industry reports; please use APA formatting standard). The due date vary. Please look at course schedule table. Each group will submit one report through the **submission link on e-learning**. Submission link locks down at midnight of the day of presentation and no later submission through e-mail will be accepted. Once teams are assigned by the professor during the first week of classes, each team will be given a project.

Please see the link to see how to structure your report: <https://www.skillsyouneed.com/write/report-writing.html>

Presentation

All groups **need to present their projects**. The exact date is indicated in the course schedule table. All group members are required to present and each team member should be allotted equal presentation time. Presentation should last about **20 minutes** and will be followed by 10-15 min discussion. Each presenting group should create **2-3 questions** for the class and lead the discussion about the topic. Keep in mind that all presentations will be recorded and shared with the entire class as they will be delivered during class

time. Make sure that you follow professional presentation standards when delivering the presentation in class or virtually. Please consult with the instructor if you have any questions regarding the delivery of your presentation.

Course & Instructor Policies

No late assignments are accepted and no late tests and examinations are offered!!! The above restrictions may be waived under special situations; nevertheless, if you do not contact me before the exam, the maximum grade for a make-up exam will be only 80% of the respective possible grades.

Extra credit

Extra credit of 3% is offered. Contact me personally **no later than February 20th** for extra credit assignment. No extra credit after this date will be offered.

Special Assignments

None

Class Materials

The instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course, however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

Class Attendance

The University's attendance policy requirement is that individual faculty set their course attendance requirements. Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes. **Class Participation**
Regular class participation is expected regardless of course modality. Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures (and/or labs). Class participation is documented by faculty. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

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Class Recordings

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course.

Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

NOTE: if the instructor records any part of the course, then the instructor will need to add the following syllabus statement:

The instructor may record meetings of this course. These recordings will be made available to all students registered for this class if the intent is to supplement the classroom experience. If the instructor or a UTD school/department/office plans any other uses for the recordings, consent of the students identifiable in the recordings is required prior to such use unless an exception is allowed by law.

Classroom Citizenship

We encourage students to support each other during the entire semester. If your team members are unable to participate in traditional classroom setting or virtually consult with them frequently to ensure they are up to date with the course materials and deliverables.

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 see <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 catalog sections regarding the [credit/no credit](#) or [pass/fail](#) grading option and withdrawal from class.

Please go to [UT Dallas Syllabus Policies](#) webpage for these policies.

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