**University of Texas at Dallas**

**Naveen Jindal School of Management**

**Organizational Behavior, OBHR3310 Course Syllabus—Draft v1**

**Fall Semester, 2016**

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**Course Description**
The course will take a multidisciplinary approach to the study of organizations, and of working in organizational contexts.  This will include theories, tools and methods from organizational behavior and organizational theory, psychology, sociology, anthropology and behavioral economics.  Course activities will include both individual and team-based work, classroom discussion, and project-based work.  We begin by setting the context, and by re-evaluating some taken-for-granted assumptions about Organizations, then move through three levels of focus—the individual or self, then the group or team, and finally the organization.

**Course Objectives**
This course provides an opportunity for participants to identify and develop the kinds of performances that are useful and relevant to working, managing, leading and succeeding in organizational contexts. To the extent possible, the primary focus will be on what you can do, rather than what you know; on demonstrating relevant performances, rather than on memorizing static information; on knowledge co-creation, with peers and instructors, rather than asynchronous knowledge transfer.   Relevant performings include:
- Developing and delivering communications and presentations that are compelling and generative
- Applying theories and frameworks from pre-requisite courses and from personal experience, to cases and situations encountered while working, managing and leading in organizations
- Identifying, developing and demonstrating team-specific strengths, by integrating the unique and diverse talents, experiences and insights of individual team members
- Successfully demonstrating a thorough understanding of the changing notion of 'career' within in the context of 'organizations' that are changing as well
- Successfully demonstrating an understanding of power and politics in the work place, and one's own views on the use of power and politics
- Successfully demonstrating an understanding of ethics as they are related to human values, behavior and approaches to making judgments based upon ethical and environmental considerations
- Successfully demonstrating an understanding of the sources and consequences of multi-ethnic and multi-cultural diversity and implications for human interactions within and across levels

that include intra-personal, interpersonal, group and organizational and inter-organizational interactions

**Materials**

All readings, paper and articles for the course will be provided.

There is no required textbook for the course.

**Grading**

Letter grades will be assigned for the course, according to the scale below. Grades will be 'curved'—your score represents your performance relative to other members of the class.

Grading Scale

| | | | |
|---|---|---|---|
| 94% | to | 100% | A |
| 90% | to | 93% | A- |
| 87% | to | 89% | B+ |
| 84% | to | 86% | B |
| 80% | to | 83% | B- |
| 77% | to | 79% | C+ |
| 74% | to | 76% | C |
| 70% | to | 73% | C- |
| 60% | to | 69% | D |
| Below 60.0% | | | F |

| Grading Component | Percent of Total |
|---|---|
| Exams & Quizzes | 40% |
| Group Project | 20% |
| Peer Evaluation | 15% |
| Attendance & Participation | 25% |

**Exams & Quizzes**

The course is divided into four sections, with an exam at the end of each section. Exams will be comprised of short-answer questions. Questions on each exam will be drawn from readings and class discussions, and *most* of the questions will be for that section only, i.e. the exams are *not* comprehensive, although important concepts will be repeated throughout the semester. There will be no final exam in addition to the four exams noted above. Make-up exams and assignments are not allowed, except in the event of unforeseen and/or unavoidable circumstances. Quizzes will given periodically throughout the semester.

**Group Project**

Teams will work with an actual organization to identify and address an issue, problem or opportunity. This project will constitute a total of 35% of the course grade—20% for the project output plus 15% for project-team peer evaluation. Teams will be expected to apply relevant theories, methods and/or tools from this course, from previous and/or pre-requisite course, and from your own experience. Teams may also be required to make interim presentations to the class throughout the semester. The output of the project will be a presentation, of 5-7 minutes, plus Q&A. A more detailed evaluation rubric will be made available.

**Peer Evaluation**

Peer evaluation constitutes 15% of the overall course grade. At the end of the semester, you will be asked to provide a numerical evaluation, from "1" to "10" for each of your project team members. If, for example, you receive "10"s from all of them, you will receive the full 15% toward your overall course grade. All "5"s will result in 7.5% toward you overall grade. *Please note: 15% of the course grade depending on peer evaluation may be higher than you have experienced in other courses. So, from the outset, please be aware of the impact this will have on your final grade, and build and manage your team relationships accordingly, throughout the semester.*

**Attendance & Participation**

As we will discuss in the first class discussion, our focus will be on co-creation of knowledge, rather than on the passive transfer of knowledge. Co-creation of knowledge requires interaction, which in turn requires attendance and participation. We will do numerous short, in-class exercises during the semester, and I will use the completion of these to account for attendance and participation.

**Course Schedule**

The course will be divided into four sections, with an exam at the end of each section.

*Section 1: Setting the Context*

Topics: "organization" vs. "organizing"; history of organizations; Learning about "learning"—revisiting some taken for granted assumptions about what "learning" means, and what it means to be "educated" or "intelligent"; upstream vs. downstream thinking; introduction to the group project; problem framing; communicating as the co-creating of shared meaning. Exam 1: Semester Week 4.

*Section 2: The Individual*

Topics: self-contained individualism vs. the relational self; Reflected best self (RBS); Understanding other people at work; theories of motivation; personality and behavioral assessments; diversity; ethics; boundaryless career and career planning. Exam 2: Semester Week 8.

*Section 3: Leading and managing others*

Topics: Team dynamics and assessment tools; managing teams; cross-cultural dimensions of communicating, working and collaborating; negotiation—the process, and various approaches to negotiating; job fit/satisfaction; conflict management and resolution. Exam 3: Semester Week 12.

### *Section 4: Leading and managing organizations*

Topics: Power and politics; leadership; organizational culture; organizational structure and design; organizational change; team project presentations. Exam 4: Semester Week 16.

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Information in this syllabus is subject to change at the discretion of the Instructor.