Organizational Behavior
MANA 3318 – 001
Section 51357
Summer 2019

Professor Feirong Yuan, Ph.D.
College of Business
University of Texas at Arlington
Arlington, TX 76019-0467
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https://mentis.uta.edu/explore/profile/feirong-yuan

Class Time: Monday-Thursday, 1 – 3 p.m.
Classroom: COBA 151
Office: COBA 209
Office phone: 817-272-3166
Office Hour: By appointment
Class website: On Canvas

COURSE MATERIALS
1. Text (required):
2. Group cases will be posted on class website.
3. Supplementary materials will be provided during the semester.

COURSE CONTENT
This course is an introduction to the factors that influence individual and group behavior in organizations. Emphasizing findings from the field of organizational behavior, topics covered include: individual differences and diversity, social information processing, work attitudes, stress, work motivation, power and influence, negotiation, teams, leadership, and organizational research.

COURSE OBJECTIVES AND LEARNING OUTCOMES
Knowledge about how people behave in organizations and why they behave in different ways is essential for both effective management and a successful individual career. This course is designed to introduce you to this important knowledge. Through the semester you will acquire knowledge and develop abilities to:
1) Explain what it means to be an effective team member and demonstrate the use of team skills.
2) Discuss and differentiate individual and team-based problem solving and decision making processes, and engage in these processes to analyze and solve problems.
3) Describe what it means to effectively influence and lead others by using communication and motivational tools.

4) Examine and characterize organization dimensions such as structure, technology, strategy, and culture from a systemic perspective, and relate how their design and modification can affect organizational operations and performance.

5) Define what it means to be an effective and ethical organization member and citizen.

COURSE DESIGN

A variety of activities are designed in this course to involve you actively in the learning process. Specifically, this course is designed to develop your knowledge in organizational behavior on the following two aspects:

Understanding Organizational Behavior

The first aspect is to provide you with a general understanding of how people behave in organizations and what causes them to behave the way they do. In the end of the course, you will be able to understand and describe a variety of behavioral phenomena in organizations including issues related to individual behaviors (e.g., personality differences, motivation), interpersonal processes (e.g., conflict, communication, group dynamics), and how organization context (e.g., culture, structure) influences people's behaviors. A set of activities such as group discussions and experiential exercises are designed to help you develop such an understanding. Understanding is power. Understanding organizational behavior serves as the first step to effective management.

Managing Organizational Behavior

The second aspect of the course is designed to provide opportunities for you to apply the knowledge of organizational behavior to real situations. This is the part to put “understanding” into action. In the end of the course, you will be able to analyze various real world situations by applying the behavioral knowledge from this class and to create action plans to improve the situation. You will develop these abilities through activities such as in-class case discussion and group case analysis.

PROFESSOR BIO

Professor Yuan earned her Ph.D. degree in Management from Texas A&M University. Prior to joining UTA, she also served as an assistant professor at the University of Kansas. Professor Yuan has more than 15 years of teaching experience and has offered a variety of management courses at the undergraduate, MBA, EMBA, and Ph.D. levels.

Professor Yuan’s research focuses on individual behavior, human resource practices, and organization processes related to employee creativity, innovation, and organizational change. Her research has been published at the Academy of Management Journal, Journal of Organizational Behavior, Creativity Research Journal, Handbook of Organization Development,
Oxford Bibliographies in Management, and Research in Organizational Change and Development. Her research has also been cited at the Harvard Business Review. Professor Yuan is a member of the Academy of Management (AOM), Academy of International Business (AIB), American Psychological Association (APA), International Association for Chinese Management Research (IACMR), and Society for Industrial and Organizational Psychology (SIOP).

**GRADING POLICY**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes</td>
<td>40</td>
</tr>
<tr>
<td>Class Participation</td>
<td>40</td>
</tr>
<tr>
<td>Exam 1</td>
<td>100</td>
</tr>
<tr>
<td>Exam 2</td>
<td>100</td>
</tr>
<tr>
<td>Exam 3</td>
<td>100</td>
</tr>
<tr>
<td>Group Case Project</td>
<td></td>
</tr>
<tr>
<td>Presentation</td>
<td>40</td>
</tr>
<tr>
<td>Group contribution</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>450</strong></td>
</tr>
</tbody>
</table>

I will use the following tentative assignment for final grades. I reserve the right to curve the class grades, if deemed necessary. The exercise of this right will be limited to such cases that are consistent with the interests of students.

<table>
<thead>
<tr>
<th>Points earned/total</th>
<th>Points Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% and above</td>
<td>405 - 450</td>
<td>A</td>
</tr>
<tr>
<td>80% and above</td>
<td>360 - 404</td>
<td>B</td>
</tr>
<tr>
<td>70% and above</td>
<td>315 - 359</td>
<td>C</td>
</tr>
<tr>
<td>60% and above</td>
<td>270 - 314</td>
<td>D</td>
</tr>
<tr>
<td>Less than 60%</td>
<td>269 and below</td>
<td>F</td>
</tr>
</tbody>
</table>

**Grading Appeals**

Within 7 days of the date you receive your score for an assignment, submit a written note to the professor describing the nature of the grading issue you are appealing. Demonstrate in writing how your work satisfies the requirements better than the given grade. Include references to readings and class notes where appropriate. Within 7 days of receiving a written appeal, I will respond to you in writing with a decision. I will not entertain grade appeals after submitting final grades. Grade changes based on computational errors will be entertained anytime.

**Important Note**
Do not wait until the end of the semester to see me for problems with the course material or your performance (it will be too late to address deficiencies at the end of the semester). Please contact me early for advice. There is nothing that either of us can do at the end of the course.

ASSIGNED READINGS AND QUIZZES

For each class, you are expected to carefully read and understand the assigned readings before class. This is an important first-step for you to learn from class discussions and perform well on exams. Each student should be ready to answer and ask intelligent questions regarding all assigned readings. Class lectures and activities will be conducted based on the assumption that you have carefully read the assigned readings. Assigned chapter readings for each class are listed in the “assigned reading” document on class website. Additional readings may be assigned through the semester and will be announced in class.

Six random quizzes based on pre-class required readings will be given at the beginning of classes. Grades from the 5 quizzes that you achieved the highest points will be added up as your quiz grade.

CLASS PARTICIPATION

Active participation in class exercises and discussions is vital for you to develop a higher level of understanding beyond textbook, and to develop the ability to analyze situations, apply OB concepts, and create action plans, all of which are essential for you to perform well in this class. You may also expect that poor attendance will result in missing important information about assignments and exams as well as the difficulty to follow subsequent classes. In addition, failure to attend group case presentation may result in losing all of your presentation points.

Class participation (40 pts.) will be evaluated on the following four aspects:

1. On-time Attendance: At the University of Texas at Arlington, taking attendance is not required but attendance is a critical indicator of student success. Each faculty member is free to develop his or her own methods of evaluating students’ academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, I have established the following attendance policy: Attendance will be taken at the beginning of class. You are expected to arrive at class on time. This shows your professionalism and your respect for the class and for your peers. Regular class attendance is expected. In addition to losing attendance points, missing over 50% of the on-time class attendance will result in dropping one grade level of your course grade.

However, while UT Arlington does not require instructors to take attendance in their courses, the U.S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients “begin attendance in a course.” UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a student a grade of F,
faculty report must the last date a student attended their class based on evidence such as a

test, participation in a class project or presentation, or an engagement online via Canvas.

This date is reported to the Department of Education for federal financial aid recipients.

2. Preparation: Well prepared for class discussions, by reading the assigned chapter before class.

3. Participation: Participating actively professionally and NOT excessively in class
discussions and exercises.

4. Support: Supporting a positive learning environment by showing respect and expressing
care for other students.

Half of the class participation points will be based on professor’s evaluation. The other
half of the class participation points will be based on your discussion group members’ peer
evaluation.

GROUP CASE PROJECT

Students will form case groups to analyze a case of their choice. You and your group
members will analyze the case together and present your diagnosis and action recommendations
as a group product. Groups are advised to begin their research as soon as possible to avoid last
minute panic. More information concerning the group case project will be discussed and
distributed in class.

EXAMS

There will be three exams during the semester. Exams are NOT cumulative. Each exam
will be worth 100 points. The testing domain includes all material covered in the course
(assigned readings, lectures, discussions, videos, etc.).

Make-up exams are given only with a legitimate reason with documentations (such as a
doctor’s note stating you are seriously ill). Reasons considered as legitimate in this class include:

1. Participation in an activity appearing on the university authorized activity list.
2. Participation in legal proceedings or administrative procedures that require a student’s
   presence.
3. Illness that is too severe or contagious for the student to attend class (to be determined by
   Health Center or off-campus physician).
4. Death or major illness in a student’s immediate family.
5. Required participation in military duties.

Only students who miss an exam because of a legitimate reason will be eligible to take a
make-up exam. Make-up exams must be rescheduled with the professor no later than 24 hours
after the scheduled exam time. Failure to comply with these requirements will result in an exam
grade of zero.
POLICIES

Electronic Communication:
UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at http://www.uta.edu/oit/cs/email/mavmail.php.

As a student, you are responsible for checking your MavMail regularly for class-related information and reminders.

Academic Integrity:
There is zero tolerance for academic dishonesty in this class. Cheating on quizzes, exams, projects will result in a grade of zero. In severe cases, violators will be reported to the university and may result in student suspension or expulsion from the university.

Cell Phone and Lab Top:
Cell phones should be silenced before class. Laptops are permitted in class ONLY for displaying class Power Points and note taking. Other activities such as emailing, instant messaging, texting, and internet surfing, listening to music are strictly prohibited in class. These behaviors are distracting and disrespectful to your classmates. Students who violate this policy may lose class points and may be asked to leave the classroom and, in severe cases, may be reported to the UTA office of student conduct.

Student Success Programs:
UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring by appointment, drop-in tutoring, etutoring, supplemental instruction, mentoring (time management, study skills, etc.), success coaching, TRIO Student Support Services, and student success workshops. For additional information, please email resources@uta.edu, or view the Maverick Resources website.

Campus Carry:
Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit http://www.uta.edu/news/info/campus-carry/

Emergency Exit Procedures:
Should we experience an emergency event that requires evacuation of the building, students should exit the room and move toward the nearest exit. Students should locate the nearest exit to their classrooms on day one of the class. When exiting the building during an emergency, do not take an elevator but use the stairwells instead. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

**Active Shooter:**
The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by UTA Police regarding the options and strategies we can all use to stay safe during difficult situations.
https://police.uta.edu/activeshooter

**Institution Information:**
UTA students are encouraged to review the below institutional policies and informational sections and reach out to the specific office with any questions. To view this institutional information, please visit the [Institutional Information](http://www.uta.edu/provost/administrative-forms/course-syllabus/index.php) page which includes the following policies among others:
- Drop Policy
- Disability Accommodations
- Title IX Policy
- Academic Integrity
- Student Feedback Survey
- Final Exam Schedule
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tue, July 9</td>
<td>Topic 1: Introduction</td>
</tr>
</tbody>
</table>
|      | Wed, July 10| Topic 2: Personality        
|      |            | Topic 3: Work attitudes                                             |
|      | Thu, July 11| **Group case project assigning**                                    |
| 2    | Mon, July 15| Topic 4: Perception        
|      |            | Topic 5: Attribution                                                |
|      | Tue, July 16| Topic 6: Learning                                                    |
|      | Wed, July 17| **Exam 1**                                                            |
|      | Thu, July 18| Topic 7: Motivation: Needs theory and expectancy theory              
|      |            | Topic 8: Motivation: Equity theory and procedural justice             |
| 3    | Mon, July 22| Topic 9: Motivation: Goal setting and job design                     |
|      | Tue, July 23| Topic 10: Stress management  
|      |            | **Group case project**                                              |
|      | Wed, July 24| Topic 11: Work teams and groups                                      |
|      | Thu, July 25| **Exam 2**                                                            |
| 4    | Mon, July 29| Topic 12: Leadership        
|      |            | **Group case project**                                              |
|      | Tue, July 30| Topic 13: Power and conflict  
|      |            | Topic 14: Communication                                              |
|      | Wed, July 31| Topic 15: Decision making  
<p>|      |            | <strong>Group case project</strong>                                              |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic/Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thu, Aug. 1</td>
<td>Topic 16: Organization structural design</td>
</tr>
<tr>
<td></td>
<td>Topic 17: Organization culture</td>
</tr>
<tr>
<td>Mon, Aug. 5</td>
<td>Topic 18: Organizational change</td>
</tr>
<tr>
<td></td>
<td><em>Group case project</em></td>
</tr>
<tr>
<td>Tue, Aug. 6</td>
<td><strong>Exam 3</strong></td>
</tr>
<tr>
<td>Wed, Aug. 7</td>
<td>Group case presentation</td>
</tr>
<tr>
<td>Thu, Aug. 8</td>
<td>Group case presentation</td>
</tr>
</tbody>
</table>

**SYLLABUS CHANGE**
You may expect that amendments to this syllabus will be made as the course progresses.

**Emergency Phone Numbers:** In case of an on-campus emergency, call the UT Arlington Police Department at 817-272-3003 (non-campus phone), 2-3003 (campus phone). You may also dial 911. Non-emergency number 817-272-3381

**LIBRARY library.uta.edu**

Research or General Library Help
Ask for Help
- [Academic Plaza Consultation Services](library.uta.edu/academic-plaza)
- [Ask Us](ask.uta.edu/)
- [Research Coaches](http://libguides.uta.edu/researchcoach)

Resources
- [Library Tutorials](library.uta.edu/how-to)
- [Subject and Course Research Guides](libguides.uta.edu)
- [Librarians by Subject](library.uta.edu/subject-librarians)
- [A to Z List of Library Databases](libguides.uta.edu/az.php)
- [Course Reserves](https://uta.summon.serialssolutions.com/#/course_reserves)
- [Study Room Reservations](openroom.uta.edu/)