Management and Organizational Behavior

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Office Hours: R 10:00-11:00 AM or by appointment
Office Location: Colvard 4129

Class Times: TR 8:30 – 9:45 AM
Class Location: Friday 142
Credit Hours: 3

Catalog Course Description

A study of the role of manager with an emphasis on understanding the behavioral and administrative theories and concepts needed to succeed in contemporary organizations. Topics include motivation, leadership, managing teams, and teamwork. Prerequisites for this course are ACCT 2121, ACCT 2122, ECON 2101, ECON 2102, and INFO 2130.

Expanded Course Description

Organizational behavior (OB) is a scientific discipline focused on understanding how people think, act, and feel in organizational settings. This course is intended to complement the technical skills you are learning in other courses by introducing you to the science of people at work. We will begin with an overview of the scientific foundations of OB, followed by coverage of topics at the micro, meso, and macro levels of work organizations. At the micro level, we will cover topics such as work performance, work attitudes, and motivation at work. We will then move to a meso level and explore topics such as teams and leadership. Finally, we will conclude at the macro level by discussing topics such as selection and organizational culture and climate. Having gained a foundational understanding of OB, my goal is that you leave the course with the knowledge and skills for being a better manager and coworker.

Learning Objectives

By the end of this course, you should be able to:
- Explain key concepts pertaining to the field of OB.
- Apply these concepts to solve common problems facing managers.
- Assess your own traits, skills, abilities, and attitudes pertaining to OB.
- Collaborate with team members to understand and apply OB concepts.
- Evaluate and provide performance feedback to your peers.

Required Course Materials

- Access to Canvas, where all assignments and other course materials will be posted. Support for working with Canvas can be found here. Please note that there is not a required textbook for this course.
- Respondus LockDown Browser for taking in-class quizzes and exams. Hardware specifications for LockDown Browser can be found here.

Course Workload

The University suggests that you should spend about 7.5 hours per week on a 3-credit hour course (this includes in-class and out-of-class time). However, based on a course workload estimator (see Appendix for details), I anticipate that you should expect to spend approximately 6.5 hours per week on this course (this includes in-class and out-of-class time).

Course Format & Organization

This is a live, in-person course consisting of didactic lectures followed by team-based learning (TBL) sessions applying the lecture material. The course is divided into a sequence of learning modules, each of which focuses on a specific OB topic and lasts for two to three class sessions. The last session of each learning module is reserved for TBL.

Assignments

Course learning objectives will be assessed via the following assignments, each of which is described in additional detail below.

Assignment (No.)	Weight
Personal development assignments (5)	7.5%
Individual readiness assurance tests (iRATs) (11)	7.5%
Team readiness assurance tests (tRATs) (11)	15%
Team application activities (11)	10%
Peer evaluations (2)	10%
Exams (4)	50%
Total	100%

Personal Development Activities. The personal development activities are intended to help you assess and develop your own traits, skills, abilities, and attitudes pertaining to OB by reflecting on and applying content from the course. These activities will cover the following five topics: performance, motivation, personality, leadership, and personnel selection. The grading rubric for these activities can be found on Canvas.

Individual Readiness Assurance Tests (iRATs). Each TBL session will begin with a brief, multiple-choice quiz known as an individual readiness assurance test (iRAT). The iRAT is intended to assess your understanding of basic concepts covered in the lecture(s) for each module and your readiness to participate in team-based activities. Because the iRAT is administered via Canvas and requires use of LockDown Browser, you will need to bring a laptop or other compatible device to TBL sessions.

Team Readiness Assurance Tests (tRATs). Immediately following the iRAT, you will be asked to join your teammates and take a team readiness assurance test (tRAT). The tRAT consists of the same questions as the iRAT but you will be given additional time to complete the quiz as a team. Although you are expected to discuss the tRAT with your teammates, you may not refer to your notes or any other outside resources. The tRAT is also administered via Canvas

and requires use of LockDown Browser, but only <u>one</u> team member submits the quiz on behalf of the team. The tRAT may be attempted twice during the allotted timeframe and only the highest score will be recorded.

Team-Based Application Activities. Following the tRAT and addressing any areas of confusion (including any challenges to the correct answers on the iRAT/tRAT), the remainder of the TBL session will consist of team-based activities applying the content of the module. These activities are intended to give you experience addressing some of the most common challenges facing organizations today. Most activities will consist of working within your teams to address an organizational problem, followed by a class-wide discussion of various teams' approaches to address the problem. Only <u>one</u> team member is required to submit a copy of the team's completed work to obtain credit at the end of the session. The grading rubric for these activities can be found on Canvas.

Peer Evaluations. To hold team members accountable for their contributions to TBL activities, part of the course grade will be determined by peer evaluations at the midpoint and end of the course. Peer evaluations are confidential (i.e., you will only see the scores you received and your team members' comments), and you will be graded based on both the feedback you receive <u>and</u> the feedback you provide. You will also have the option of submitting confidential feedback to me regarding any major concerns (e.g., cheating, incivility). The grading rubric for the peer evaluations can be found on Canvas.

Exams. Exams will consist of multiple-choice and short-answer questions derived from lectures and TBL sessions. The first three exams cover three learning modules each. The final exam will cover the last two learning modules and will also have a cumulative component (required for college accreditation). Study guides will be provided for all exams, including the cumulative component of the final exam. Because exams are administered via Canvas and require use of LockDown Browser, you will need to bring a laptop or other compatible device on exam days.

Grading
Final grades will be assigned as follows:

Points	Grade
≥ 90%	A
80 – 89%	B
70 – 79%	C
60 – 69%	D
< 60%	F

Note. Conventional rounding rules will be used to determine final grades (e.g., 89.5% rounds up to an A whereas 89.4% rounds down to a B).

Course Policies

Attendance. Attendance is not recorded but it will be an important part of succeeding in the course because you must be present to complete course assessments (e.g., iRATs, exams) and your teammates' evaluations of your contributions to TBL activities will also be a part of the course grade.

Missed Work. Excused absences must be obtained in advance to miss an iRAT or exam (see *Excused Absences and Deadline Extensions* for details). An excused absence will not be granted *after* an iRAT or exam except for extenuating circumstances (e.g., critical illness, car trouble on the way to school), for which supporting documentation will be required. If you are excused for an iRAT, you are not required to make it up. Instead, the grade for that iRAT will be dropped and your overall iRAT grade will be derived from the iRATs you have taken. If you are excused for an exam, you must make arrangements with me to take it at an alternative time. Any missed iRATs or exams without an excused absence will result in a zero for that assignment. If you miss a TBL session, you will still receive credit for the tRAT and other team activities, but it is your responsibility to communicate with your team about the absence so that it does not adversely affect your peer evaluations.

Late Work. Late submissions for the personal development activities are eligible for partial credit (5% deduction for each day the assignment is late). If circumstances arise that prevent you from meeting a deadline (see *Excused Absences and Deadline Extensions* for details), please contact me ahead of time to discuss an extension. Extensions will not be granted *after* a deadline has passed, except in extenuating circumstances (e.g., critical illness), for which supporting documentation will be required.

Excused Absences and Deadline Extensions. Valid reasons for an excused absence or deadline extension include participation in university-sanctioned events or activities, personal illness, military/court orders, and other compelling circumstances (e.g., death in the immediate family). Documentation may be required before an excuse or deadline extension is granted. Please see University Policy 409 for the process pertaining to accommodations for religious observances.

Communication. Canvas will be used for all course communications outside of scheduled class sessions. If you need to contact me, email or Canvas messages are the preferred modes of communication. I will strive to respond to all messages within 24 hours (48 hours on weekends). If you have not heard back from me within these timeframes, please feel free to send me a second message as a nudge.

Conduct in Class. The two guiding values for conduct in this course are *mutual respect* and *charity*. If you have a different opinion on any of the topics covered in this course, respectfully questioning others' ideas—including mine—is welcome and encouraged. If someone expresses an opinion that differs from yours, presume it is said with good intentions. Students whose conduct is inconsistent with these values may face disciplinary action.

Academic Integrity. Violations of the Code of Student Academic Integrity, including cheating, fabrication, falsification, misuse of academic materials, and plagiarism, will result in disciplinary action. Definitions and examples of these violations can be found here.

Respondus LockDown Browser. All iRATs, tRATs, and exams will be administered in class via Canvas and will require use of Respondus LockDown Browser. Hardware specifications for LockDown Browser can be found here.

Belk College of Business Statement on Diversity. The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socioeconomic status.

Preferred Pronouns. This course affirms people of all gender expressions and identities. If you prefer to be called by a different name than what is indicated on the class roster, please let me know. Please also feel welcome to correct me on your preferred gender pronouns.

Accommodations. I am committed to supporting students with disabilities. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services as early in the term as possible. For more information, contact the Office of Disability Services or visit their office in Fretwell 230.

Mental Health Support. Stressful life events can affect your academic performance and your ability to participate in this course. If you are experiencing these or other mental health concerns, please contact Counseling & Psychological Services (CAPS) at caps.charlotte.edu.

Changes to the Syllabus. The guidance set forth in this syllabus may be modified at any time. Notice of such changes will be made via an announcement on Canvas.

Tentative Course Schedule & Deadlines

Please see the course Canvas site for a link to the live calendar, which may be updated as needed.

No.	Day	Date	Schedule	Team-Based Learning Session	Development Activity	Peer Evaluation	Exam
1	T	08/22	Course Introduction				
2	R	08/24	Module 1. Introduction to Organizational Behavior				
3	T	08/29	Module 1. Introduction to Organizational Behavior	X			
4	R	08/31	Module 2. Work Performance				
5	T	09/05	Module 2. Work Performance				
6	R	09/07	Module 2. Work Performance	X	X		
7	T	09/12	Module 3. Work Attitudes				
8	R	09/14	Module 3. Work Attitudes	X			
9	T	09/19	**Exam 1**				X
10	R	09/21	Module 4. Work Motivation				
11	T	09/26	Module 4. Work Motivation	X	X		
12	R	09/28	Module 5. Work Stress				
13	T	10/03	Module 5. Work Stress	X			
14	R	10/05	Module 6. Individual Differences, Training, and Development				
15	T	10/10	Module 6. Individual Differences, Training, and Development	X	X		
16	R	10/12	**Exam 2**			X	X
17	T	10/17	Module 7. Work Teams				
18	R	10/19	Module 7. Work Teams	X			
-	T	10/24	Fall Recess (No Class)				
19	R	10/26	Module 8. Leadership				
20	T	10/31	Module 8. Leadership	X	X		
21	R	11/02	Module 9. Strategic Management				
22	T	11/07	Module 9. Strategic Management	X			
23	R	11/09	**Exam 3**				X
-	T	11/14	No Class (Reed out of Town)				
24	R	11/16	Module 10. Personnel Selection				
25	T	11/21	Module 10. Personnel Selection				
-	R	11/23	Thanksgiving Break (No Class)				

26	T	11/28	Module 10. Personnel Selection	X	X		
27	R	11/30	Module 11. Organizational Culture and Climate				
28	T	12/05	Module 11. Organizational Culture and Climate	X			
X	T	12/12	**Final Exam (8:00 – 10:30 AM)**			X	X

Appendix. Course Workload Estimator

Note. Overestimates were used to target the maximum amount of time you should expect to spend on this course.

COURSE INFO

Class Duration (Weeks):
16

READING ASSIGNMENTS

Pages Per Week:
0

Page Density:
450 Words

Difficulty:
No New Concepts

Purpose:
Survey

Estimated Reading Rate:
67 pages per hour

☐ manually adjust

WRITING ASSIGNMENTS

Pages Per Semester:
7.5

Page Density:
250 Words

Genre:
Reflection/Narrative

Drafting:
No Drafting

Estimated Writing Rate:
0.75 hours per page

☐ manually adjust

VIDEOS / PODCASTS

Hours Per Week:
0

DISCUSSION POSTS

Posts per Week:
0

Format:
Text

Avg. Length (Words):
250

Estimated Hours:
0 hours / week

☐ manually adjust

EXAMS

Exams Per Semester:
4

Study Hours Per Exam:
12

☐ Take-Home Exams

OTHER ASSIGNMENTS

 # Per Semester:
11

Hours Per Assignment:
1   50

0 5 10 15 20 25 30 35 40 45 50

☐ Independent

CLASS MEETINGS

Live Meetings Per Week:
2

Meeting Length (Hours):
1.25

WORKLOAD ESTIMATES

Total: 6.54 hrs/wk

Independent: 3.35 hrs/wk

Contact: 3.19 hrs/wk