
Management & Organizational Behavior
MGMT 3140 – 08
Spring 2021

Instructor: Dr. Scott Tonidandel
 Office: Zoom
 Office Hours: by appt (due to COVID)
 Phone: 704-687-7562 (suggest email)

Class: MW 2:30-3:45
 Room: Zoom
 Course webpage: Canvas
 Email: scott.tonidandel@uncc.edu

Course Description:

MGMT 3140. Management and Organizational Behavior (3) Prerequisites: ACCT 2121, 2122; ECON 2101, 2102, INFO 2130; junior standing. 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 covered in the course include motivation, leadership, managing teams, and teamwork.

Course Objectives:

Management & Organizational Behavior is a survey course that concerns the scientific study of people's attitudes and behavior that occur in work settings. The most successful employees are those who not only have the technical skills to do their jobs but understand how individuals, groups, and organizations behave. This course is designed to provide you, as prospective managers and organization members, with the personal, interpersonal and group skills necessary to effectively contribute to the success of the organizations you join.

Although some consider the topics covered in this class "common sense", many people and organizations do not practice these principles. Further, you will learn to rely on research-based evidence, rather than common sense, in making effective decisions. We will use classic and contemporary research and theory regarding organizational behavior so that you can (i) better manage yourself and relationships with others in a work environment, (ii) develop evidence-based knowledge regarding effective management practice and (iii) make the best decisions possible when working with and managing people in organizations.

Four specific course objectives will be approached through the course materials:

1. To learn about individual behavior through motivation, work attitudes, learning, perception, stress, and decision-making.
2. To learn about interpersonal behavior through personality, influence, power, and leadership.
3. To learn about small group behavior through intragroup and intergroup processes.
4. To learn about organizational behavior through the above topics.

REQUIRED TEXTBOOK

The following text is **required** in this course:

Bateman, Thomas S. and Snell, Scott S. (2018). Management: Leading & Collaborating in a Competitive World 13th Edition. New York: McGraw-Hill Irwin.

We will be using the online Connect version of the textbook so you will need to have connect access for the course. (ISBN: 9781260194203). In addition, there will be some readings posted to Canvas periodically under that week's course materials. You are required to read those as well when assigned.

Syllabus changes:

The standards and requirements set forth in this syllabus may be modified at any time by the course instructor. Notice of such changes will be by announcement in class or by changes posted on the course website. Please log into Canvas daily to check for any changes that may occur.

Grading:

Everyone begins the semester with zero points. You can earn the grade of your choice depending on how hard you are willing to work. Your total number of points determines your final grade. Any grade dispute requires written notification within 24 hours of the posting of the grade on Canvas. An e-mail outlining the basis for the grade dispute will serve as a written notification. I will review each case individually. There will be no exceptions to this process. I will contact you if there is a need to provide additional supporting materials to make your case.

Rounding of decimal points (on final grades) for the total score (not percentages) will occur in a standard statistical format where scores equal to or below .49 are rounded to the lower whole number, and scores equal to or above .50 are rounded to the higher whole number.

Lastly, no changes will be made to final grades, and no additional points will be awarded to any student on the "margin" of a higher grade range. You are in complete control of your grade destiny from the beginning of the semester. Make each exam and assignment count.

COURSE REQUIREMENTS:

- 1) 3 exams (online) @ 12% each = 36%
- 2) Cumulative Final = 15%
- 3) LearnSmart Quizzes = 10%
- 4) Experiential Exercises = 10%
- 5) Debates 3@ 2.5% = 7.5%
- 6) Manager Tools = 5%
- 7) CLT Training = 10%
- 8) Participation = 6.5%

Letter grades are assigned based percentage of total points:

90-100%: **A**

80-89%: **B**

70-79%: **C**

60-69%: **D**

Less than 60%: **F**

DETAILED EXPLANATION OF COURSE REQUIREMENTS

Examinations & Final

Specific exam formats will be covered prior to the exam. They will cover ALL material up to the date of the exam, including text and supplemental readings, lectures, and experiential exercises. Just prior to the exams, I will review my expectations for each exam and provide clear transparent guidance for how to prepare. The exams will be administered online. The exams will be administered using Respondus Lockdown Browser and Respondus Monitor. **YOU MUST HAVE A WORKING WEBCAM.** Exam dates will hopefully not change (alas we need to be flexible given the pandemic). However, depending on how the course progresses, content might be covered under slightly different sections than is presented in the course outline. Also, there is the possibility that I will cover some additional topics throughout the course, if time permits.

THERE ARE NO MAKE-UP EXAMS. If you have a problem, you must contact me before the examination. Please note that if you miss an exam and only notify me of illness, injury etc. after the exam, I am not obliged to give you a make-up. I will not give you a make-up if you miss an exam without notifying me in advance. You are expected to complete your exam **UNAIDED**. Failure to do so will result in an F for you and for anyone who is foolish enough to help you. **I have zero tolerance for cheating on quizzes, exams, or assignments.**

There will also be a cumulative final exam. This is required for BCOB accreditation purposes. It will take place during the assigned final exam time and the format will be online.

LearnSmart Quizzes & Assignments

For each chapter from the textbook, there will be a corresponding LearnSmart quiz. These quizzes are required but are essentially free points. They are designed to ensure that you read and understand the textbook material prior to coming to class and also to take advantage of the testing effect (the sheer act of testing improves retention). They are designed to take about 30 minutes in addition to reading the textbook. In addition to the quizzes, I will assign other short assignments in LearnSmart to reinforce the content covered in class. Like the experiential exercises, **you will be able to drop your lowest/missed LearnSmart grade.**

Experiential Exercises

The purpose of the experiential exercises is to have the student come to understand the material in the course on a personal level. The learning that comes from the experiential exercises will be highly individualistic; therefore, it is important for the

student to actively participate in each exercise. Experiential exercises will be conducted throughout the course of the semester and may be included in the exams.

Some exercises will require that you complete them prior to coming to class. Other exercises will take place in class. For some exercises you will get full credit for having done them whereas others will be graded based upon quality. Your ability to relate the exercise back to course topics will determine your points on these exercises. **You can drop your lowest/missed exercise.** It is your responsibility to manage your time, schedule and obligations such that you can make participate in these exercises.

Debates

Schedule permitting, I am hoping to have 3 debates, regardless of whether we are online or in person. More information about each of these activities will be posted in CANVAS.

Manager Tools

Manager tools is one of my favorite assignments because it allows you to leverage your intrinsic motivation (we will learn more about this concept) to develop your own managerial skills in the area of your choosing. More details about this assignment will be communicated on CANVAS at the appropriate time.

CLT Training

This assignment is an important one. The objective here is to provide you with actionable things you can do to be a better leader. You will be asked to perform a leadership task, you will then get some training and be given an opportunity to apply the training to this task. Then you will work with your team to both provide and receive feedback on how you did. As you can tell from that description, there will be both an individual and group portion of this assignment.

Participation

This class is a behavioral class and thus requires your participation. To manage this over Zoom, I have created participation panels. These panels are determined alphabetically by your last name (see course schedule below). You will be assigned to approximately 5 days throughout the course. On your days, the expectation is that you come to class, turn your cameras on, and be ready to participate in discussion. When I ask a question, you should be answering. Your participation grade will be determined by the quality of your contributions in these panels and by participating throughout the semester in other activities (e.g. poll questions, etc.). If you are unable to attend class on one of your panel days, you must let me know in advance.

PROFESSIONAL CONDUCT

You are expected to (1) come to every class meeting and (2) be prepared to answer questions about the assigned material. In addition, you are expected to (3) conduct yourself in a professional, courteous manner during class. Use of electronics, text messaging, sleeping or anything unrelated to class activity will be considered unprofessional conduct. Students are permitted to use computers during class for note-

taking and other class-related work only. You may also use phones when participating in class activities such as poll everywhere or something similar.

I will conduct this class in an atmosphere of mutual respect. I encourage your active participation in class discussions. Each of us may have strongly differing opinions on the various topics of class discussions. The conflict of ideas is encouraged and welcome. The orderly questioning of the ideas of others, including mine, is similarly welcome. However, I will exercise my responsibility to manage the discussions so that ideas and argument can proceed in an orderly fashion. You should expect that if your conduct during class discussions seriously disrupts the atmosphere of mutual respect I expect in this class, you will not be permitted to participate further.

IMPORTANT: This is a behavioral class. We will have lots of discussion and interactions in class. You will be expected to be ready to participate. If you want to be a passive participant, this class is not for you.

Classroom recordings:

Electronic video and/or audio recording is not permitted during class unless the student obtains permission from the instructor. If permission is granted, any distribution of the recording is prohibited. Students with specific electronic recording accommodations authorized by the Office of Disability Services do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. Any distribution of such recordings is prohibited.

Academic Integrity

As a student in this course, you are bound to abide by the Code of Student Academic Integrity. The following information is taken from the current UNC Charlotte catalog and is provided for your information:

THE UNC CHARLOTTE CODE OF STUDENT ACADEMIC INTEGRITY

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work of another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging sources is when the ideas, information, etc., are common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type; and grades in this course will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further reduction of the course grade. In almost all cases the course grade is reduced to F.

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.

This course affirms people of all gender expressions and gender identities. If you prefer to be called a different name than what is indicated on the class roster, please let me know. Feel free to correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.

Disability Accommodations:

UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please send me your accommodation letter as early as possible. You are encouraged to meet with me to discuss the accommodations outlined in your letter. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 (Fretwell 230).

Copyright Notice:

My lectures and course materials, including presentations, tests, exams, outlines, and similar materials, are protected by copyright. I am the exclusive owner of copyright in those materials I create. I encourage you to take notes and make copies of course materials for your own educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute lecture notes and course materials publicly without my express written consent. This includes providing materials to commercial course material suppliers such as CourseHero and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of an instructor's course materials may be in violation of University Policy 406,

The Code of Student Responsibility. Similarly, you own copyright in your original papers and exam essays. If I am interested in posting your answers or papers on the course web site, I will request your written permission.

				Readings (to be completed prior to class):	Panel:
Week 1					
Wednesday	January	20	Introduction to the Course		
Week 2					
Monday	January	25	What is OB	Ch1 + Appendix A,	A-G
Wednesday	January	27	The Science of Management	Ch2	H-M
Week 3					
Monday	February	1	Personality	Readings on Canvas	N-R
Wednesday	February	3	Job Satisfaction	Readings on Canvas	S-Z
Week 4					
Monday	February	8	NO CLASS		
Wednesday	February	10	NO CLASS		
Week 5					
Monday	February	15	Commitment/Engagement/Emotions	Readings on Canvas	A-G
Wednesday	February	17	Motivation	Ch13	H-M
Week 6					
Monday	February	22	Catch-up/review		N-R
Wednesday	February	24	Exam 1		
Week 7					
Monday	March	1	HRM	SHRM Case - Employee Selection	
Wednesday	March	3	HRM	Ch 10	S-Z
Week 8					
Monday	March	8	Decision Making	Ch 3	A-G
Wednesday	March	10	Decision Making (Cont)		H-M
Week 9					
Monday	March	15	Managing the Diverse Workforce	Ch 11	N-R
Wednesday	March	17	Managing Global Organizations	Ch 6	S-Z
Week 10					
Monday	March	22	Catch-up/review		A-G
Wednesday	March	24	Exam 2		
Week 11					
Monday	March	29	Teamwork	Ch 14	H-M

Wednesday	March	31	Being an Effective Team Member		N-R
Week 12					
Monday	April	5	Leadership	Ch 12	S-Z
Wednesday	April	7	Leadership (continued)		A-G
Week 13					
Monday	April	12	Leadership & Diversity Debate		
Wednesday	April	14	Building your manager toolbox (NO IN PERSON CLASS)		
Week 14					
Monday	April	19	Fairness & Ethics	Ch 5	H-M
Wednesday	April	21	Catch-up/review	Study	N-R
Week 15					
Monday	April	26	Exam 3		
Wednesday	April	28	Present Manager tools		
Week 16					
Monday	May	3	Fairness debate (CEO pay)	Readings on Canvas	
Wednesday	May	5	Being a first time manager	Review for final	S-Z
Week 17					
Final Exam	TBD				