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**Management & Organizational Behavior**  
**MGMT 3140 – H01**  
**Fall 2023**

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Instructor: Dr. Scott Tonidandel  
Office: Friday 203A  
Office Hours: MW 1:30-2:30 or by appt  
Phone: 704-687-7562 (suggest email)

Class: MW 2:30-3:45  
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**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. (2021). *Management: Leading & Collaborating in a Competitive World* 14th Edition. New York: McGraw-Hill Irwin.

This course is part of the campus' course material delivery program, Niner Course Pack. The bookstore will provide each student with a convenient package for physical books and any digital materials for this course have been integrated into Canvas. To access your digital materials do one of the following:

<b>Delivery Method</b>	<b>Direction</b>
eBook	select the "Course Materials" link in Canvas
Courseware – SSO Partner Integration	select the "Course Materials" link in Canvas
Courseware – Access Code Reveal	reveal the access code in the "Course Materials" link in Canvas. Then redeem the code at the link provided on that page, or in the publisher's integration in Canvas.
Courseware – Publisher Direct	select the publisher's link in your course in Canvas

**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 made by announcement in class or by or by email 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 (in-class but online) @ 12.5% each = 37.5%
- 2) Final Project = 15%
- 3) LearnSmart Assignments = 10%
- 4) Experiential Exercises = 15%
- 5) Debate = 2.5%
- 6) Manager Tools = 5%
- 7) Low Stakes Quizzes 12 @ 1% = 12%
- 8) Participation/Professionalism = 3%

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**

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. 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. Just prior to the exams, **I will review my expectations for each exam and provide clear transparent guidance for how to prepare.**

Important things to know about the exam.

- **The exams will be administered in-class but online.**
- **You will be required to bring your laptop to class on exam days. Make sure your laptop is fully charged.**
- **Your IP address will be recorded during the exam to prevent someone from taking the exam for you.**

**THERE ARE NO MAKE-UP EXAMS WITHOUT PRIOR APPROVAL.** 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.**

### **Final Project**

There is no final exam in this course. Instead, students will be required to create a *personal leadership development portfolio*. The purpose of this assignment is to help the student gain insight into themselves and natural leadership styles and preferences, and

from there begin to apply the concepts of organizational behavior to leadership development planning. To complete this assignment, the student will first need to complete a number of individual assessments inside and outside of class and summarize their findings. The final outcome will be a thoughtful, impactful, and valid personal development plan. More details will be shared as the course progresses.

### **LearnSmart Assignments**

For each chapter from the textbook, there will be a corresponding LearnSmart assignment. These assignments 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 to take advantage of the testing effect (the sheer act of testing improves retention). They are designed to take about 30-40 minutes in addition to reading the textbook. I may assign additional short assignments in LearnSmart to reinforce the content covered in class. **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 participate in these exercises.

### **Low Stakes Quizzes**

For each chapter, there will be a low stakes quiz. Each quiz consists of about 15 multiple choice questions and will be worth no more than 1% of your grade. For each unit, these quizzes are due prior to each exam, although you can take them any time during the unit. **You will be able to take the quiz twice prior to the due date, and you will get your best score.** After each administration, you will receive your total score. After the due date, you will get detailed feedback on each item. This is set-up like a proctored quiz, meaning no access to other materials, so that you can get a sense of what you know and don't know (as opposed to what you can look up). The goal of this is to help you prepare for the exams.

### **Debates**

I plan to have one in-class debate. More information about the specific requirements of the debate will be posted on 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.

### **Professionalism/Participation**

You are expected to (1) come to every class meeting, (2) arrive on time, and (3) be prepared to answer questions about the assigned material. In addition, you are expected to (4) 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.**

### **Other Class Policies**

**Attendance:** Students should not come to class if ill. Otherwise, students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Students are encouraged to work directly with their instructors regarding their absence(s). For absences related to COVID-19, please adhere to the following:

- **Complete your Niner Health Check** as required.
- **Do not come to class if you are sick.** Please protect your health and the health of others by staying home. Contact your healthcare provider if you believe you are ill.

- **If you are sick:** If you test positive or are evaluated by a healthcare provider for [symptoms of COVID-19](#), indicate so on your [Niner Health Check](#) to alert the University. Submit a copy of your Niner Health Check notification email to your instructors. Upon learning that you have tested positive or have been diagnosed for symptoms of COVID-19, either from your reporting or from Student health Center testing or diagnosis, representatives from Emergency Management and/or the Student Health Center will follow up with you, and your instructors will be notified of the need for accommodations, as necessary.
- If you need any additional support verifying your absence after you have communicated with your professors, contact [Student Assistance and Support Services](#).

If you are absent from class as a result of a verified illness, as instructor I will help you continue to make progress in the course to the best of my ability. Per University policy, the final decision for approval of all absences and missed work is determined by the instructor.

**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.

#### **Use of AI tools**

Students are allowed to use advanced automated tools (artificial intelligence or machine learning tools such as ChatGPT or Dall-E 2) on assignments in this course if instructor permission is obtained in advance. Unless given permission to use those tools, each student is expected to complete each assignment without substantive assistance from others, including automated tools. When permission is granted and those tools are used, that use must be properly documented and credited. For example, text generated using ChatGPT-3 should include a citation such as: "Chat-GPT-3. (YYYY, Month DD of query). "Text of your query." Generated using OpenAI. <https://chat.openai.com/>" Material generated using other tools should follow a similar citation convention.

#### **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:**

I am committed to access to education. Students in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations.

**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.



<b>Week</b>		<b>Topic</b>		<b>Readings (to be completed prior to class):</b>
Monday	August	21	Introduction to the Course	
Wednesday	August	23	What is OB	Ch1 + Appendix A,
<b>Week 2</b>				
Monday	August	28	The Science of Management	Ch2
Wednesday	September	30	Personality	Readings on Canvas (Kiniki Ch 3)
<b>Week 3</b>				
Monday	September	4	<b>NO CLASS - Labor Day</b>	
Wednesday	September	6	Job Attitudes	Readings on Canvas (Kiniki Ch 2)
<b>Week 4</b>				
Monday	September	11	Job Satisfaction	Readings on Canvas (Research Article)
Wednesday	September	13	Catch-up/review	
<b>Week 5</b>				
Monday	September	18	<b>Exam 1</b>	
Wednesday	September	20	HRM	Ch 10
<b>Week 6</b>				
Monday	September	25	HRM	
Wednesday	September	27	Decision Making	Ch 3
<b>Week 7</b>				
Monday	October	2	Decision Making (Cont)	
Wednesday	October	4	Managing the Diverse Workforce	Ch 11
<b>Week 8</b>				
Monday	October	9	Age and its impact on the workforce	
Wednesday	October	11	Managing Global Organizations	Ch 6
<b>Week 9</b>				
Monday	October	16	Catch-up/review	
Wednesday	October	18	<b>Exam 2</b>	
<b>Week 10</b>				
Monday	October	23	<b>No Class - Fall Recess</b>	
Wednesday	October	25	Leadership	Ch 12
<b>Week 11</b>				
Monday	October	30	Are you charismatic?	

Wednesday	November	1	Motivation	Ch13
<b>Week 12</b>				
Monday	November	6	Being an Effective Team Member	
Wednesday	November	8	Teamwork	Ch 14
<b>Week 13</b>				
Monday	November	13	Fairness & Ethics	Ch 5
Wednesday	November	15	Debate - AI in Selection	
<b>Week 14</b>				
Monday	November	20	Applying what you learned	
Wednesday	November	22	<b>No Class Thanksgiving</b>	
<b>Week 15</b>				
Monday	November	27	Catch-up/review	
Wednesday	November	29	<b>Exam 3</b>	
<b>Week 16</b>				
Monday	December	4	Building your manager toolbox <b>(Asynchronous Class - NOT IN PERSON)</b>	
Wednesday	December	6	Being a first-time manager <b>(Asynchronous Class - NOT IN PERSON)</b>	
<b>Week 17</b>				
<b>Final Project</b>	<b>TBD</b>			