MGMT 6311 - Organization Behavior and Leadership

"Our business is 80% people. How we manage each other will determine our success.”
*Patrick Hudson, President, Robot Entertainment*

"Leadership is not about hierarchy or title or status. It is about having influence and orchestrating change."
*Maxine Clark, CEO, Build-A-Bear*

**Course Description/Overview**

The study of behavioral interactions within organizational contexts, with special attention on dyadic, group, and organizational leadership dynamics. This course examines how leaders can leverage employee individual characteristics (e.g. personality, perception, and motive) and contextual attributes (e.g. culture, diversity, and structure) to create high-performing employees, teams, and organizations.

**Class Meetings**

Thursdays 6:00 – 8:50 pm in Rassman Business 263.

**Technical Support**

The Technology Service Center (TSC) may be contacted by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

**Faculty/Instructor Information**

Name: Dr. Satvir Singh  
Phone: (325) 942 6587  
E-Mail: satvir.singh@angelo.edu  
*Use blackboard for course related emails*  
Office: Rassman 207  
Office Hours: Tuesday and Thursday 11:00 am-12:30 pm, 1:45-3:30 pm, 4:45-6:00 pm  
Monday and Wednesday by appointment.

**Course Objectives**

This course will involve learning theory, research, and practical application of Organizational Behavior and Leadership concepts. The goal is to understand, predict, and influence employee attitudes and behaviors in order to improve organizational effectiveness. After taking this course students should be able to:

1. Gain skills to analyze causes, effects, and context of individual and group behavior.
2. Understand important motivation theories and different motivators of employee performance.
3. Analyze problems within organizations and apply OB tools to find solutions.
4. Realize personal preferences and goals to produce better outcomes.
5. Know key leadership theories and the importance of building quality relationships within organizations.

**Course Textbook and Required Readings**

Organizational Behavior (2.0) ISBN: 978-1-4533-7119-0; Authors: Bauer & Erdogan; Publisher: Flat World Knowledge; Available through flatworldknowledge.com, click on the weblink below.


Other readings will be assigned in a timely manner as needed and will be provided to you as PDF, in MS Word format, or as a link to an online resource.

**Grading Policies**

This course employs the following to measure student learning.

<table>
<thead>
<tr>
<th>Grade Calculations</th>
<th>Percent of Grade</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1 (200 points)</td>
<td>20%</td>
<td>Thursday, September 28</td>
</tr>
<tr>
<td>Exam 2 (200 points)</td>
<td>20%</td>
<td>Thursday, November 2</td>
</tr>
<tr>
<td>Exam 3 (200 points)</td>
<td>20%</td>
<td>Thursday, December 7</td>
</tr>
<tr>
<td>Quizzes (10 x 12 = 120 points)</td>
<td>12%</td>
<td>Every week</td>
</tr>
<tr>
<td>OB journaling (70 points)</td>
<td>7%</td>
<td>Every week</td>
</tr>
<tr>
<td>Project report (100 points)</td>
<td>10%</td>
<td>Thursday, November 9</td>
</tr>
<tr>
<td>Project presentation (50 points)</td>
<td>5%</td>
<td>Thursday, December 7</td>
</tr>
<tr>
<td>Class participation (60 points)</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Total points: 1000</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
Angelo State University employs a letter grade system. Grades in this course are determined on scale below:

1000-900 points = A  
899-800  points = B  
799-700  points = C  
699-600 points = D

**Project work** (see course outline for deadlines)

This project is about using the evidence to persuade one’s manager/coworker/HR representative about a work related issue. You will prepare a short report to convince your (hypothetical or real) manager/co-worker/HR representative to take a particular action to solve a problem related to a chapter we cover from the textbook, e.g., the reward system is not doing a very good job to motivate employees. If the problem is outside the scope of the textbook but related to Organizational Behavior or Leadership concepts, you may need instructor’s approval. Your tasks include a review of the topic in detail, evaluate relevant research and identify arguments that support your action. Students will write a 5-8 page (excluding title page and references) report addressing a hypothetical or real manager/coworker/HR representative. See Appendix A on the last page for project outline.

The written project report should be typed, 12 pt. font, 1-inch margins, double-spaced, and error free. It should look neat and professional. All written papers must adhere to the APA style. You are expected to submit all papers with appropriate citation, references, etc. Style guides are available in the University library, the bookstore, and online. After submitting your individual project report you will work with 1 or 2 other students who worked on similar/related problems to create a joint presentation of an improved solution. This presentation should be about 10-15 minutes and will take place on the last day of this class.

**OB Journaling Assignment**

Journaling is a process of writing out thoughts and emotions on a regular basis (Bauer & Erdogan, 2015). Please refer to p. 15 of the textbook to learn more about OB journaling. For this assignment, you will write about your learning experience during each class meeting. Towards the end of each class, you will be given about 5-10 minutes to write your thoughts, emotions, learning, agreements and disagreements etc. for each day of the class. You will submit your journal entry before midnight after each class. Each journal entry is worth 5 points. There are 14 journal entries for a total of 70 points.

You will also conclude these reflections in the last journal entry. Include your views on some of the class concepts you found particularly relevant to your past experiences and/or future career goals? How will this course shape your future decision-making style, social capital building, career choices, etc.? 
Response Time
Individual/team work will be graded and returned to the students within two weeks of the assignment due date. Emails will be replied within 24 hours except on weekends and holidays.

Course Policies

Academic Honesty and Integrity
Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code, which is in both print and web versions of the ASU Student Handbook.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do no violate this trust. Violation of academic integrity will result in a failing grade for the course.

It is the professor’s intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

Code of Ethics and Rules
Students, faculty, administrators and professional staff of the College of Business should always:
- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated

Below are some other important rules for this course.

1. Cheating, Plagiarism, Scholastic Dishonesty, and Student Discipline: Cheating is unethical and not acceptable. Plagiarism is using information or original wording in a paper without giving credit to the source of that information or wording: it is also not acceptable. Do not submit work under your name that you did not do yourself. You may not submit work for this class that you did for another class. You must cite, reference, or quote information obtained from other sources so you give credit where credit is due. If you do not know how to do that, ask. In addition, when an assignment specifies that you must perform a task individually, asking for your classmates’ help is scholastic.
dishonesty. Do NOT copy any material regardless of where you obtained it into your own work. Do NOT submit work under your name if you did not complete it entirely yourself; be honest and tell me you did it together. The consequences will be less severe when you are up front about it than when you try to hide it.

ASU now has a site license for Turnitin.com, a plagiarism detection tool that you can also use to check your own work for this or other classes to prevent getting in trouble. I may report any instances of plagiarism and dishonesty to the Dean of Students Office and the grade for the assignment/course can be an “F” or “zero”.

If you want to test your understanding of plagiarism, take the self-assessment at http://education.indiana.edu/~frick/plagiarism or visit http://www.turnitin.com

2. Deadline Policy and Late Assignments: It is essential that all of you come to class fully prepared to discuss your work and do well on the in-class assignments. Once a deadline has passed, you can no longer turn in your work. Plan carefully to ensure you meet the deadlines. If you wait until the last minute, things that can go wrong often do. Your computer will crash, the internet connection stops working, etc. If you had started earlier, you would have had time to deal with those annoyances, and still turn in your assignments on time. Therefore, I cannot accept those types of excuses. Create your time management plan and stick to it, so you can get everything done on time. All assignments are due before midnight, see tentative schedule for deadlines.

3. Missed Tests: There will be 3 Exams and multiple quizzes. If, due to a well-documented emergency, there is a possibility of missing an exam it is the responsibility of student to contact the instructor in advance to arrange an alternative option. No arrangements can be made after the fact. Missed quizzes and assignments cannot be made up.

Accommodations for Disability

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student’s responsibility to initiate such a request by emailing studentservices@angelo.edu, or by contacting:

Mrs. Dallas Swafford  
Director of Student Development  
Office of Student Affairs  
University Center, Suite 112  
325-942-2047 Office
Student Absence for Religious Holidays
As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

Course Drop
To view information about how to drop this course or to calculate important dates relevant to dropping this course, you can visit http://www.angelo.edu/services/registrar_office/course_drop_provisions.php.

Incomplete as a Course Grade
As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade "I" is given when the student is unable to complete the course because of illness or personal misfortune. For undergraduates, an "I" that is not removed before the end of the next long semester automatically becomes an "F". A graduate student will be allowed one year to remove a grade of "I" before it automatically becomes an "F". To graduate from ASU, a student must complete all "I's".

Grade Appeal Process
As stated in the Angelo State University Operating Policy and Procedures (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, has experienced inequitable evaluation procedures, or inappropriate grading practices, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the grade appeal process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at: http://www.angelo.edu/content/files/14196-op-1003-grade-grievance

Course Outline

<table>
<thead>
<tr>
<th>Date</th>
<th>Chapters, Exams, and Assignments</th>
<th>Journals &amp; Quizzes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. August 31</td>
<td>Chapter 1- Organizational Behavior</td>
<td>Quiz 1, Journal entry due</td>
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<tr>
<td>2. September 7</td>
<td>Chapter 2- Managing Demographic and Cultural Diversity</td>
<td>Quiz 2, Journal entry due</td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Content Description</td>
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<tr>
<td>3</td>
<td>September 14</td>
<td>Chapter 3- Understanding People at Work: Individual Differences and Perception</td>
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<td>4</td>
<td>September 21</td>
<td>Chapter 4- Individual Attitudes and Behaviors</td>
</tr>
<tr>
<td>5</td>
<td>September 28</td>
<td>Exam 1 (Chapters 1, 2, 3, and 4)</td>
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<td>6</td>
<td>October 5</td>
<td>Chapter 6- Designing a Motivating Work Environment</td>
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<td>7</td>
<td>October 12</td>
<td>Chapter 7- Managing Stress and Emotions</td>
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<td>8</td>
<td>October 19</td>
<td>No class! Online Journal is due before midnight</td>
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<td>9</td>
<td>October 26</td>
<td>Chapter 8- Communication</td>
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<tr>
<td>10</td>
<td>November 2</td>
<td>Exam 2 (Chapters 5, 6, 7, and 8)</td>
</tr>
<tr>
<td>11</td>
<td>November 9</td>
<td>Chapter 10- Conflict and Negotiations Project report Due Project report due before class</td>
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<td>12</td>
<td>November 16</td>
<td>Chapter 11- Making Decisions</td>
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<td>November 23</td>
<td>Thanksgiving Holiday Break (No Class)</td>
</tr>
<tr>
<td>13</td>
<td>November 30</td>
<td>Chapter 12- Leading People Within Organizations</td>
</tr>
<tr>
<td>14</td>
<td>December 7</td>
<td>Exam 3 (Chapters 9, 10, 11, and 12) Group presentations</td>
</tr>
</tbody>
</table>
Appendix A

Project Outline

Title Page (1 page)

Abstract: (optional, 200 words)

Introduction: Provide information about yourself (if needed) and include company information (it can be hypothetical or real). Also, write a paragraph about the purpose and structure of this report. (1-2 pages)

Explain the Problem: Explain the problem in detail with all of the facts and figures. Why is it important to solve this problem? Who is impacting the most because of the problem? (1-2 Pages)

Alternatives: Discuss and analyze at least 3 alternatives to solve the problem. Include pros and cons of each alternative. You are highly encouraged to include numbers such as cost, profits, turnover, employee satisfaction, and commitment.

Recommendation: Choose one of the alternatives as recommendation and provide rationale behind your recommendation. Why it is worthwhile despite the weaknesses highlighted? If possible support with data. (1-2 pages)

Conclusion (optional)

References

Note: Always check your work for plagiarism