

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

In this 8-week online course, students are expected to participate and access resources consistently during each module every week.

Course Technology and Technical Support

Webcam enabled computer/laptop with high-speed internet connection is required. Respondus LockDown Browser is required for exams and quizzes. Students should be familiar with the use of Word, Excel, and PowerPoint (or other acceptable presentation) software.

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
Office: Rassman 204
Office Hours: Tuesday/Thursday 10:45am-12:45pm, Wednesday/Friday 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.

Student Learning Outcomes

After taking this course students should be able to:

1. Identify key leadership theories such as servant leadership, leader-member exchange, transactional and transformational leadership. (LG1)
2. Examine and discuss role of individual perceptions and workforce diversity. (LG3b)
3. Explain and use important motivation theories such as need based, equity, goal setting, expectancy, and reinforcement theory.
4. Investigate problems within organizations and apply OB tools such as individual differences, group behavior, motivation and leadership theories to recommend solutions. (LG2a, LG3c)
5. Manage in a team environment.

Course Textbook and Required Readings

Organizational Behavior (4.0) ISBN: 978-1-4533-3767-7; Authors: Bauer & Erdogan; Publisher: Flat World Knowledge; Available through flatworldknowledge.com, click on the link below.

<https://students.flatworldknowledge.com/course/2597349>

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

Grading Policies

This course employs the following to measure student learning.

Grade Calculations	Percent of Grade	Due
Exam 1 (200 points)	20%	Thursday, April 7
Exam 2 (200 points)	20%	Monday, April 25
Exam 3 (200 points)	20%	Friday, May 13
Quizzes (10 x 12 = 120 points)	12%	Two per week
Discussions (20 x 8 = 160 points)	16%	Every week
LinkedIn Course Assignment (40 points)	4%	Monday, April 11
Group project report (60 points)	6%	Monday, May 2
Project presentation (20 points)	2%	Monday, May 9
Total points: 1000	100%	

Angelo State University employs a letter grade system. Grades in this course are determined on scale below:

900-1000 points = A

800-899 points = B

700-799 points = C

0-699 points = F

Group project work (see course outline for deadlines)

This project is about using evidence to persuade your manager/coworker/HR representative to take action on 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 report should include a review of the topic in detail, and evaluate relevant research and 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. **You will work in self-assigned groups of 3-4 students.** Project groups sign-up sheet is available on Blackboard under **Tools -> Groups**.

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 **APA format**. Use headings and subheadings to organize your report. 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 group project report, each student will record a video of PowerPoint presentation individually. This presentation should not be more than 5 minutes.

Online discussions

During any given week/module, a discussion including initial post and comments is to be completed *no later* than 11:59 PM on the day it's due. Participation is expected on the first day of discussion. If initial post is posted after the day points will be deducted. This is to ensure that peers get enough time to respond and continue quality conversation. Participation in the discussion not only includes answering questions posted by your instructor, but also includes responding and interacting with fellow students. Students are expected to participate in accordance with the rubric below.

Both reading and commenting are equally important. A response to another student such as "*I liked your comment*" is **not** considered constructive nor a quality posting. Analysis and critique is the goal. The professor is able to view when individual students read comments and respond to comments in the Discussions. Discussions are much more informal than your assignments, but professionalism is encouraged. Your postings will

not be graded for spelling, grammar, or APA Style; however, if you refer to a source you should provide the reference in APA style.

I will read all discussions. However, I will not respond to every discussion post. I tend to *lift up* key ideas and concepts and to comment on them in order to add to the *teaching and learning* in the course. Often, if the student responses cover what I want taught and learned, then I may not respond to a posting at all. I will grade discussions as per the rubric. A single response to the stated topic is basic. Multiple responses to other students' comments and ideas are expected. This scoring is highly *subjective* and relates directly to the *quality* of responses and somewhat to quantity of responses (number). If no appropriate comments are made in a Required Discussion thread, no points will be awarded. Unless otherwise specified, click the title of the initial thread in order to participate in the discussion. Click *Reply* to the prompt and respond as appropriate. Do not create a new thread unless requested to do so. For the most part, all discussions will be graded according to the following simplified rubric:

Criteria	Levels of Achievement and Points			Maximum Points
	Proficient	Competent	Novice	
Completeness	Posts are complete based on prompt/format and have good amount of relevant content (5 points max.)	Posts are mostly complete based on prompt/format and have satisfactory amount of relevant content (3 points max.)	Posts are incomplete based on prompt/format and lacks relevant content (1 point max.)	5
Quality	Exceeds expectations and demonstrates critical thinking (5 points max.)	Meets minimum expectations and demonstrates some critical thinking (3 points max.)	Below expectation and lacks critical thinking (1 point max.)	5
Timeliness	Initial post and comments are posted before due date i.e.	Initial post and comments are posted on due	Posted after due date (1 point max.)	5

	earlier is better (5 points max.)	date (3 points max.)		
Engagement	Actively engaged with other co- students in discussions i.e. two or more quality comments on others' posts (5 points max.)	Limited engagement with other co- students (2 points max.)	No engagement with other co- students (0)	5
				20 Points

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 not 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 plagiarism detection software 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
325-942-2211 FAX
Dallas.Swafford@angelo.edu

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/registrars_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>

Norris-Vincent College of Business Code of Ethics

Students, faculty, administrators, and professional staff of the Norris-Vincent 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.

Course Outline

	Date	Chapters, Exams, and Assignments	Quizzes & Discussions
1.	March 21-24	Chapter 1- Organizational Behavior	Quiz 1 Discussion 1
2.	March 25-28	Chapter 2- Managing Demographic and Cultural Diversity	Quiz 2
3.	March 29-31	Chapter 3- Understanding People at Work: Individual Differences and Perception Sign-up for self-enrolled groups	Quiz 3 Discussion 2
4.	April 1-4	Chapter 4- Individual Attitudes and Behaviors	Quiz 4
5.	April 5-7	Exam 1 (Chapters 1, 2, 3, and 4)	Discussion 3
6.	April 8-11	Chapter 5- Theories of Motivation LinkedIn Course Assignment due	Quiz 5
7.	April 12-14	Chapter 6- Designing a Motivating Work Environment	Quiz 6 Discussion 4
8.	April 15-18	Chapter 7- Managing Stress and Emotions	Quiz 7
9.	April 19-21	Chapter 8- Communication	Quiz 8 Discussion 5
10.	April 22-25	Exam 2 (Chapters 5, 6, 7, and 8)	
11.	April 26-28	Chapter 9- Managing Groups and Teams	Quiz 9 Discussion 6
12.	April 29- May 2	Chapter 10- Conflict and Negotiations Group project report due	Quiz 10
13.	May 3-5	Chapter 11- Making Decisions	Quiz 11 Discussion 7
14.	May 6-9	Chapter 12- Leading People Within Organizations Individual project presentation video due	Quiz 12
15.	May 10-13	Exam 3 (Chapters 9, 10, 11, and 12) Teamwork rubric and feedback	Discussion 8

Note: All quizzes and exams are open on the last two days of each module from 6 a.m. to 11:59 p.m. (central time) next day. All discussions are due on a Thursday and stay open until following Monday (except discussion 8).

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). Write a paragraph about the purpose and structure of this report.

(1-2 pages)

Problem: Explain the problem in detail with all of the facts and figures. Why is it important to solve this problem? Who is impacted 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.

- 1.
- 2.
- 3.
- 4.

(2-3 pages)

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

Conclusion (optional)

References

Note: Always check your work for plagiarism