MGT 6334: SEMINAR IN ORGANIZATIONAL BEHAVIOR
Fall 2017 Semester
Sections 70 & 71 (Web-based)

I. PROFESSOR INFORMATION

Professor: Kelly Davis McCauley, PhD
E-mail: kmccauley@wtamu.edu; THIS E-MAIL (RATHER THAN COURSE MESSAGES IN WTCLASS) IS THE PREFERRED ELECTRONIC COMMUNICATION METHOD OF THE PROFESSOR.
Office Phone: 806-651-2549
Office: Classroom Center 228A
Office Hours: Mondays from 11 a.m.-12 p.m. and 1:00 p.m.- 5:00 p.m.; Tuesdays and Thursdays from 3:00 p.m.-5:00 p.m.

Social Media: Keep up with the latest happenings of your COB on Facebook and Twitter, connect with us on LinkedIn, and check out COB videos on YouTube.

II. TERMS OF USE OF THIS SYLLABUS

A student's continued enrollment in this course signifies acknowledgment of and agreement with the statements, disclaimers, policies, and procedures outlined within this syllabus and elsewhere in the WTClass environment. This syllabus is a dynamic document. Elements of the course structure (e.g., dates and topics covered, but not policies) may be changed at the discretion of the professor.

III. WTAMU COLLEGE OF BUSINESS PURPOSE & OBJECTIVES

WTAMU College of Business Mission Statement
The mission of the College of Business is to provide high quality undergraduate and graduate business education with a global perspective and ethical awareness. We accomplish this through an emphasis on excellence in teaching, which is strengthened by faculty scholarship and supported by professional service.

Learning Objectives of the WTAMU College of Business Programs
The College of Business (COB) at West Texas A&M University (WTAMU) seeks to prepare students in the Bachelor of Business Administration (BBA), Master of Business Administration (MBA), Master of Professional Accounting (MPA), and the Master of Science, Finance and Economics (MSFE) degree programs for careers in business and to foster their professional growth and advancement via key learning goals and objectives.

The learning objectives of the College of Business are as follows:
- Leadership
- Communication
- Critical Thinking
- Business Integration
- Core Business Knowledge
- Global Business Environment
- Business Ethics and Corporate Governance
IV. COURSE INFORMATION

Course Description
This course provides students with an overview of various topics in organizational behavior (OB). Major concepts and theories in the field are discussed including, but not limited to, positive organizational behavior, motivation, decision-making, leadership, influence, persuasion, team dynamics, organizational culture, and the tension and balance between work and other life responsibilities. Using a combination of readings, discussion boards, videos and other assignments, the course is designed to explore ways through which individuals, groups, and teams can address organizational problems as well as become better organizational resources. The course employs a positive approach to the study of organizational behavior such that students have opportunities to enhance their self-understanding and individual development related to the core concepts in OB.

Course Objectives
At the conclusion of this course, you will:

- have an understanding of relevant OB concepts and theories that undergird contemporary management thought,
- be able to apply the principles of organizational behavior to practical problems in the workplace,
- be better equipped to be a positive organizational citizen at work, and
- be better prepared to lead others authentically.

Map from COB Learning Objectives to Specific Course Objectives
The College of Business Learning Goals are related to the course objectives for MGT 6334, as follows:

- Professional Communication: Students will demonstrate competencies in professional writing and speaking through a variety of assignments including discussion boards and an oral case analysis.
- Leadership: Students will develop an understanding of leadership in the organizational setting through consideration of leadership-related readings and a leadership-specific discussion board.
- Business Environment: Students will demonstrate an ability to consider a variety of stakeholders within the business environment through case analyses and discussion boards.
- Business Integration: Students will demonstrate their knowledge of business practices and the ability to analyze these practices through case analyses, discussion boards, and the exams.

Course Materials
The following texts are required for the course:

3. Harvard Business Publishing course pack (Instructions for purchasing the course pack are available in the Module 1 folder of WTClass.)

**These texts are available through the on-campus bookstore and through Amazon.com. The professor has no preference for the format (hard back, soft back, or digital) of the course material that you purchase, as long as you have the required texts at the time at which each is assigned in the course.
V. EVALUATION MEASURES

Grading: Grades will be evaluated and determined based on the following criteria:

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points Possible</th>
<th>Grading Scale</th>
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<tbody>
<tr>
<td>Discussion Board Participation</td>
<td>50 pts. (25%)</td>
<td>A = 179-200 pts.</td>
</tr>
<tr>
<td>Drive Assignment</td>
<td>35 pts. (17.5%)</td>
<td>B = 159-178 pts.</td>
</tr>
<tr>
<td>Oral Case Study Analysis</td>
<td>30 pts. (15%)</td>
<td>C = 139-158 pts.</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>35 pts. (17.5%)</td>
<td>D = 119-138 pts.</td>
</tr>
<tr>
<td>Final Exam</td>
<td>50 pts. (25%)</td>
<td>F = Below 119 pts.</td>
</tr>
<tr>
<td>Total Points Possible</td>
<td>200 pts. (100%)</td>
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</table>

***When necessary, additional information regarding assignments will be posted on WTClass.

Discussion Boards: There will be a total of 5 discussion boards for the course, each worth 10 points. The purpose of the discussion board is three-fold: 1) you have opportunities to reflect on pointed questions regarding the reading and apply the information from the reading to your own life and work experiences; 2) through reading others’ posts you gain exposure to a variety of perspectives on the course topics from students across various industries, in different stages of their careers, and from many walks of life; and 3) you interact with your classmates (and by doing so may reap such benefits as finding a study partner, a friend, a business contact, etc.).

The discussion board is set up in a “post-first” format; in this format, you must create your own thread in which you answer the discussion questions before you can see the posts of other students. Since this course relies heavily on self-awareness, self-analysis, and self-reflection as part of the learning process, please discuss the readings with influential others (including classmates or anyone else who may change your perspective on your discussion board responses) AFTER posting to the discussion board; this type of approach allows you to glean the most from your reflections without influence from others first. A complete discussion board post is thoughtful, integrates the readings, and shows true consideration of the topic as it relates to the organizational setting. NO LATE DISCUSSION POSTS WILL BE ACCEPTED.

While learning comes from looking within, learning also comes from interacting with others. Thus, reading and responding to others’ posts is an important part of the learning process of the discussion board. Hence, you should expect to contribute to the discussion by responding to other students’ posts. A grading rubric for the discussion board as well as other information about posting to the discussion board is located in the Module 1 folder on WTClass. A schedule of due dates for discussion board posts is shown below in the course schedule section of this syllabus.

Drive Assignment: This assignment, worth 35 points of your grade, explores the principles discussed in the Drive book. Students will engage in a flow test (discussed in the Drive book) and a purpose clarification exercise (also discussed in the Drive book). An instruction sheet for this assignment and a corresponding grading rubric are posted on WTClass.
Oral Case Study Analysis: You will use course concepts to analyze a case study. Because one of the learning objectives of the WTAMU MBA program is oral communication, you will complete the case study analysis orally. This assignment fits well in your MBA portfolio for the oral communication learning objective. This assignment is worth 30 points toward your final grade. A sheet with more information about this assignment and a corresponding grading rubric is posted on WTClass.

Exams: The midterm exam will cover all material from Modules 1-3, and the final exam is comprehensive in nature. Thus, any material that is assigned for the class may be included on the final exam; this includes videos, discussion boards, case studies, and readings. The format for the midterm and final exams is similar. As such, these exams will consist of a combination of question types including multiple choice, fill-in-the blank, true/false, and essay. These questions are designed to assess your reading and comprehension of the concepts presented in the course materials. The essay section requires significant depth of thought and integration of course concepts to answer the question adequately. These exams are open-book exams (this means that you can use the course materials to assist you with answering the questions on the exam; this does not mean that you can get help from anyone on the exam). Do not mistake the open-book exam format to be easy. You cannot complete these exams in the allotted time period if you have to look up the answer to every question. Thus, you should rely on the open-book policy for the exam to assist you with a few select questions, rather than the entire exam.

Extra Credit: Extra credit for 3 points toward your grade will be offered in the latter part of the semester. Information about the requirements for the extra credit assignment is available on WTClass.

Grade Policy: Please do not call the professor at the end of the semester begging for additional assignments or extensions for due dates for assignments, or requesting that your grade be bumped up to the next grade level. Your grade in this class is earned. It is not fair to others in the class to request exceptions to the grading policies. Thus, should you call the professor with these requests, the professor will decline to have such a conversation with students. Should you send an e-mail asking for a “favor” or for leniency in the grading policy, the professor will not answer such an e-mail. Because issues of fairness and justice for all students are at stake, the professor absolutely will not adjust your grade just because you ask for an exception to the grading policies stated in this syllabus and online on WTClass. The only exception to this policy is if the professor made an error in grade entry or some other mistake that affects a student’s grade.

VI. COURSE SCHEDULE

The course schedule is subject to change (if necessary). In this case, you will be notified by an announcement in WTClass and/or by e-mail. All readings should be completed by the date they are listed.

The course is divided into 7 different modules. In general, at least two modules will be open at any given time; thus, allowing you to work ahead, if you desire. The due dates for module assignments are listed below. Due dates for assignments are based on the number of readings/assignments in the module. Therefore, the time allotted per module varies with more time given to more extensive modules. Assignments will not be graded until after the module assignment due date.
<table>
<thead>
<tr>
<th>Module</th>
<th>Topic</th>
<th>Assignments</th>
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</thead>
</table>
| 1      | Introduction to (Positive) Organizational Behavior | 1. Watch the Blackboard basics training video  
2. Read the course syllabus  
3. Watch the course intro video  
4. Purchase both required books (*Drive* by Dan Pink and *Give and Take* by Adam Grant)  
5. Purchase the Harvard course pack (see Module 1 folder in WTClass for instructions about purchasing and downloading these materials)  
6. Complete the OB common sense quiz (take the quiz without any assistance from other resources; use only your current knowledge and work experiences to complete the assignment)  
8. Watch the Achor Ted Talk  
10. Review the discussion board grading rubric  
11. Post comments to the Module 1 discussion board  |
|        |       | **ALL MODULE 1 ASSIGNMENTS ARE DUE SEPTEMBER 5th AT 11:59 P.M. CST.** |
| 2      | Work Motivation | 1. Review the OB common sense PowerPoint  
3. Read *Drive* Introduction, Part 1, and Part 2  
4. Watch Pink Ted Talk video  
5. Review the *Drive* assignment grading rubric  
6. Complete the *Drive* application assignment (see WTClass for instructions regarding this assignment)  |
|        |       | **ALL MODULE 2 ASSIGNMENTS ARE DUE SEPTEMBER 19th AT 11:59 P.M. CST.** |
| 3      | Decision-making | 1. Read the Carter Racing case  
3. Post comments to the Module 3 discussion board  |
<p>|        |       | <strong>ALL MODULE 3 ASSIGNMENTS ARE DUE SEPTEMBER 26th AT 11:59 P.M. CST.</strong> |
|        | MIDTERM EXAM | THE MIDTERM EXAM IS DUE OCTOBER 3rd AT 11:59 P.M. CST. |</p>
<table>
<thead>
<tr>
<th>Module 4</th>
<th>Authentic Leadership</th>
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</thead>
<tbody>
<tr>
<td>2.</td>
<td>Read Bennis &amp; Thomas (2002) “Crucibles of leadership”</td>
</tr>
<tr>
<td>4.</td>
<td>Post comments to the Module 4 discussion board</td>
</tr>
</tbody>
</table>

**ALL MODULE 4 ASSIGNMENTS ARE DUE OCTOBER 10th AT 11:59 P.M. CST.**

<table>
<thead>
<tr>
<th>Module 5</th>
<th>Influence</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Take <em>Give and Take</em> assessment</td>
</tr>
<tr>
<td>2.</td>
<td>Read <em>Give and Take</em></td>
</tr>
<tr>
<td>3.</td>
<td>Read Cialdini (2001) “Harnessing the science of persuasion”</td>
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<tr>
<td>5.</td>
<td>Read Heidi Roizen case study</td>
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<tr>
<td>6.</td>
<td>Review the Heidi Roizen oral case analysis grading rubric</td>
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<tr>
<td>7.</td>
<td>Complete oral case analysis for Heidi Roizen case study</td>
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</table>

**ALL MODULE 5 ASSIGNMENTS ARE DUE OCTOBER 31ST AT 11:59 P.M. CST.**

<table>
<thead>
<tr>
<th>Module 6</th>
<th>Groups &amp; Teams</th>
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<tbody>
<tr>
<td>1.</td>
<td>Watch Lencioni video</td>
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<td>2.</td>
<td>Read Hackman (2011) “Six common misconceptions about teamwork”</td>
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<tr>
<td>3.</td>
<td>Read Thompson (2003) “Improving the creativity of organizational work groups”</td>
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<tr>
<td>4.</td>
<td>Read “The team that wasn’t case”</td>
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<tr>
<td>5.</td>
<td>Post comments to Module 6 discussion board</td>
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**ALL MODULE 6 ASSIGNMENTS ARE DUE NOVEMBER 7th AT 11:59 P.M. CST.**

<table>
<thead>
<tr>
<th>Module 7</th>
<th>OB Concept Integration &amp; Wrap-up</th>
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<tr>
<td>2.</td>
<td>Read Christensen (2010) “How will you measure your life?”</td>
</tr>
<tr>
<td>3.</td>
<td>Post comments to Module 7 discussion board</td>
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<tr>
<td>4.</td>
<td>Complete online course evaluation</td>
</tr>
</tbody>
</table>

**ALL MODULE 7 ASSIGNMENTS ARE DUE NOVEMBER 14th AT 11:59 P.M. CST.**

**FINAL EXAM & EXTRA CREDIT**

**THESE ASSIGNMENTS ARE DUE NOVEMBER 21st AT 11:59 P.M. CST.**
VII. COURSE EXPECTATIONS AND POLICIES

Student Cautions: Remember that this is a masters-level course. Expect a rigorous course geared to this level. This is a reading and information-intensive course. The course requires that you apply the learning material to your current work experiences. Please don't expect to start out well, “coast” for most of the course, and then “pull it out” at the last minute. In order to achieve an excellent grade, you should remain consistently very good to excellent throughout the course. Your grade depends not upon your time and/or effort but upon the outcomes of that time and effort as measured by the course requirements and assignments outlined above.

Strategies for Success: Successful strategies for passing the course include participating in the discussion boards, taking detailed and thorough notes of readings and videos, active reading of the assigned articles and books, turning in assignments on time, studying appropriately for the exams, and completing the Drive assignment and oral case study analysis. In order to do well in the course, you must complete the previous strategies consistently and with excellence.

Reading: Effective and active reading of the articles and books includes reading the assignment completely, taking notes on the main ideas, and relating the ideas to relevant course information. Active reading requires you to think about what you are reading, transform it into your own words, and then reinforce it through writing.

Discussion Board Decorum: In the course, please have an open mind. You are not expected to share the views of others or of the professor, but you are expected to be open to new concepts and ideas. Respect your classmates as well as your professor by considering their point-of-view and then expressing your own in an appropriate manner. Intellectual engagement should be focused on relevant ideas, concepts, and principles, rather than aimed at people.

Late Policy: LATE WORK WILL NOT BE ACCEPTED. It is crucial that you keep up with the assignments in order to avoid getting behind in the class. The due date for each assignment is clearly communicated on the syllabus and will be strictly upheld. The professor reserves the right to make changes to the due dates as needed.

Make-up Policy: Assignments can ONLY be made-up in the cases of a documented medical emergency, religious holiday, or a university-sponsored event; PROPER DOCUMENTATION IS REQUIRED IN THESE CASES. The professor should be notified at least a week prior to the assignment due date (if possible). Once proper documentation is provided by the student, the professor will then make arrangements with the student for make-up work.

Grade Challenges: You may challenge the grade you receive on an assignment by submitting a written grade challenge within three days of receiving your grade. Your challenge must be a coherent and well-constructed submission. Submitting a grade challenge does not automatically mean that you will receive the points you are challenging. The professor may contact you regarding your challenge and/or require a meeting via phone, Skype, etc. to discuss your challenge.

Turning in Assignments: All assignments should be submitted in the format indicated by the instructions on WTClass. DO NOT submit assignments via e-mail unless instructed by the professor to do so.
Professor Availability: The professor will try to respond to e-mails and calls within 24-48 hours Monday-Friday. There may be exceptions to this policy depending on circumstances and schedules. Unless it is an urgent matter, the professor will not respond to e-mails on the weekends. Additionally, the professor tries to maintain an adequate work-life balance. Thus, any e-mails sent after 5 p.m. will not be answered until the next workday. This is particularly important to note for days when assignments are due. Please ask questions about assignments early, rather than at the last minute.

VIII. WTAMU COB STUDENT CODE OF ETHICS

Each student enrolled in COB courses accepts personal responsibility to uphold and defend academic integrity and to promote an atmosphere in which all individuals may flourish. The COB Student Code of Ethics strives to set a standard of honest behavior that reflects well on students, the COB and WTAMU. All students enrolled in business courses are expected to follow the explicit behaviors detailed in the Student Code of Ethics.

Code of Ethics

- Do not use notes, texts, solution manuals, or other aids for a quiz or exam without instructor authorization.
- Do not copy the work of others and/or allow others to view your answers or copy your work during a quiz, exam, or on homework assignments.
- Do not allow other parties to assist in the completion of your quiz, exam, homework, paper, or project when not permitted.
- Do not work with other students on projects or assignments without authorization from the course instructor.
- Properly cite and specifically credit the source of text, graphic, and web materials in papers, projects, or other assignments.
- Do not forge the signature of an instructor, advisor, dean, or another student.
- Provide truthful information for class absences when asking faculty for excused absences or for a make-up for a quiz, exam, or homework.
- Provide truthful information on your resume including work history, academic performance, leadership activities, and membership in student organizations.
- Respect the property, personal rights, and learning environment of all members of the academic community.
- Live up to the highest ethical standards in all academic and professional endeavors.

Students violating the Student Code of Ethics will be reported to the Dean’s office and are subject to penalties described in the WTAMU Code of Student Life, which may include suspension from the University. In addition, a violator of the Student Code of Ethics may become ineligible for participation in student organizations sponsored by the COB and for recognition for College academic honors, awards, and scholarships.

IX. OTHER RELEVANT INFORMATION

COB Student Resources Link
The COB has developed a Student Resources repository (e.g., APA writing style information, business core reviews, facilities, and other helpful supplements), which can be found on the COB Website. Additionally, WTAMU has developed an Academic Study Skills information site to assist students (e.g., study habits, supplemental instruction, tutoring, writing and math skills), which can be found on the WTAMU Website. For WTAMU Writing Center information (for students needing writing assistance, guidance, and feedback), please visit their website.
Student Travel Opportunities
In multiple business courses, there may be opportunities for student travel supplemented by student fees. If you have an interest in such opportunities as they become available, please notify a faculty member.

Dropping/Repeating the Course
Should a student decide to drop the course, it is the student’s responsibility to be aware of the final drop dates and adhere to the WTAMU Add/Drop policy. Any student participating in the course after the WTAMU posted drop date will be considered active and a grade will be administered at the end of the course for that student. Students are charged a fee for any course attempted for a third or subsequent time at WTAMU other than a non-degree credit developmental course or exempted courses.

Scholastic Dishonesty
It is the responsibility of students and instructors to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic dishonesty. Commission of any of the following acts shall constitute scholastic dishonesty: acquiring or providing information for any assigned work or examination from any unauthorized source; informing any person or persons of the contents of any examination prior to the time the examination is given in subsequent sections of the course or as a makeup; plagiarism; submission of a paper or project that is substantially the same for two courses unless expressly authorized by the instructor to do so; submission of a paper or project prepared by another student as your own. You are responsible for being familiar with the University’s Academic Integrity Code, as well as the COB Student Code of Ethics listed in this document.

Academic Integrity
All work must be completed individually unless otherwise stated. Commission of any of the following acts shall constitute scholastic dishonesty: acquiring or providing information for any assigned work or examination from any unauthorized source; informing any person or persons of the contents of any examination prior to the time the exam is given in any subsequent sections of the course or as a makeup; plagiarism; submission of a paper or project that is substantially the same for two courses unless expressly authorized by the instructor to do so. For more information, see the Code of Student Life.

Viewpoints/External Websites Disclaimer
The views expressed in this document, web-based course materials, and/or classroom presentations and discussions are those of the professor and do not necessarily represent the views of WTAMU, its faculty and staff, or its students. Views expressed by students are likewise those of the person making such statements. It is understood and expected that each individual within this course will respect and allow individual difference of opinion.

Neither the professor, the COB, nor WTAMU are responsible for the content of external websites discussed in the classroom and/or linked to via online course materials, emails, message boards, or other means. Referred websites are for illustrative purposes only, and are neither warranted nor endorsed by the professor, COB, or WTAMU. Web pages change frequently, as does domain name ownership. While every effort is made to ensure proper referencing, it is possible that students may on occasion find materials to be objectionable for reasons beyond our control.
Acceptable Student Behavior
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (Code of Student Life). Unacceptable or disruptive behavior will not be tolerated. Students engaging in unacceptable behavior may be instructed to leave the classroom. Inappropriate behavior may result in disciplinary action or referral to the University’s Behavioral Intervention Team. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc.

Technology Requirements
All technological requirements for the successful completion of this course are the responsibility of the student, including access to a working computer and/or to a device with secure broadband Internet connection, data storage and retrieval, and state-of-the-art security. The student is responsible for all technological problems not related to WTAMU, including but not limited to equipment failures, power outages, and Internet breakdowns. Furthermore, students are responsible for all necessary technical and operational skills for completing this course, and for being familiar with WTClass (the Blackboard Learning System) both in a general sense and in a specific sense as pertaining to this course and any materials stored within. The professor is not responsible for any technical matters related to WTClass. Students must contact WTClass if they have problems accessing and/or using the WTClass environment.

Physical or Educational Access - ADA Statement
WTAMU seeks to provide reasonable accommodations for all qualified persons with disabilities. This University will adhere to all applicable federal, state and local laws, regulations and guidelines with respect to providing reasonable accommodations as required to afford equal educational opportunity. It is the student's responsibility to register with Student Disability Services (SDS) and to contact faculty members in a timely fashion to arrange for suitable accommodations. Contact Information: Student Success Center, CC 106; phone 806-651-2335.

Title IX Statement
WTAMU is committed to providing a learning, working and living environment that promotes personal integrity, civility, and mutual respect in an environment free of sexual misconduct and discrimination. Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. Harassment is not acceptable. If you or someone you know has been harassed or assaulted, you can find the appropriate resources here:

- WTAMU Title IX Coordinator Nancy Hampton – Kilgore Research Center 147, or call 806.651.3199
- WTAMU Counseling Services – Classroom Center 116, or call 806.651.2340
- WTAMU Police Department – 806.651.2300, or dial 911
- 24-hour Crisis Hotline – 800.273.8255, or 806.359.6699, or 800.692.4039
- Visit the Notalone website
For more information, see the Code of Student Life
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* Syllabus template approved by COB Curriculum Committee May 2017. Annual review of the syllabus is a formal part of the COB continuous improvement process.