**ORGANIZATIONAL BEHAVIOR ANALYSIS SYLLABUS**

Management 3240 (MAN 3240), Section 602, Fall 2023, HYBRID

**PROFESSOR:** Dr. Segrest; **Office Phone/ E-Mail:** (727) 873-4747; [ssegrest@usf.edu](mailto:ssegrest@usf.edu) ; Email is the best way to communicate. **Office:** (LPH) Lynn Pippenger Hall 432; **Office Hours:** Friday 12-2pm; By appointment (In person or virtual appointments through Teams or by phone). **COB Undergraduate Phone:** (727) 873-4154; **Classroom:** LPH 123; **Format:** Hybrid-T/Th 11am-12:15

**TEXTBOOK:** Robbins, S. P., & Judge, T. A. **2019**, Organizational Behavior **(18th Edition),** Pearson Prentice Hall, Inc. This textbook is required for this class. I am using the older version because it's less expensive for you. **Don’t delay!** **Get a textbook immediately.** Casework will be due from the end of each chapter that we cover. If you have the wrong book, you won’t be able to do the cases. Having the correct book will help you understand the class material and do well on the exams! You can either use the paper copy of the text or the eText version listed below. The **PowerPoints with notes** and videos are supposed to reinforce and serve as an outline to an in-depth reading of your text. **Don’t forget to open the notes view of the PowerPoints that you’ll find in Canvas.** Here are the different versions of the text available:

1. **Paper version ISBN-13 9780135897874**
2. **eText    ISBN-13 9780136975489**

Check the cases listed in the syllabus to make sure they match up with the cases at the end of each chapter in order to make sure you have the right version.

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**COURSE PREREQUISITE:**  MAN 3025, Principles of Management.

**COURSE DESCRIPTION:** This course will familiarize you with the field of Organizational Behavior (OB). Organizational Behavior is based upon disciplines such as psychology, sociology, anthropology, social psychology, and political science. This field of study is important for understanding how people behave in organizations and provides useful information for anyone who plans to work for or with any type of organization during his or her career. When applied, the theories discussed in this course can help you become a more effective employee, co-worker, group/team member, and/or manager. The exercises and cases in this course are designed to help you learn key terms and concepts relevant to the field of organizational behavior/management and to gain insight into your skills, abilities, & interests and how they relate to behavior in organizations. Important attitudes and outcomes that you will examine include job satisfaction, job involvement, organizational commitment, absenteeism, turnover, organizational citizenship behavior, performance/productivity, and deviant workplace behavior. During this course you will examine workplace phenomena at the individual level, the group level and at the organizational level phenomenon.

**COURSE THEMES:** Key areas of study include the following: perception and learning, individual and personality, motivation at work, values and job attitudes, stress, group dynamics, teamwork, decision making, conflict management, organizational politics, intergroup relations, negotiation, communication, leadership, organization culture, job and organizational design, cross-cultural management, ethics, and social responsibility.

**LEARNING OUTCOMES:**

1. Students will be able to identify personality traits that potentially impact behavior in organizations.
2. Explain how perception affects attitudes, beliefs, and behaviors.
3. Students will be able to identify expectancy and equity theories of motivation.
4. Identify strategies for emotional regulation and their likely effects.
5. Students will be able to recognize different theories of leadership.
6. Student will be able to demonstrate awareness of the impact of individual and group behavior on the outcomes of the organization.
7. Explain interpersonal conflict-handling strategies.
8. Describe the barriers to effective communication.
9. Compare rational and bounded rationality models of decision making.
10. Explain the role of organization culture in maintaining an ethically responsible organization.

**GRADING:**

Exams (3@ .25) .75

Cases/Ethical Dilemmas .13

Discussion Boards .10

Chapter Quizzes .02

A 92.5-100 C C 72.5-76.4

A- 89.5-92.4 C- 69.5-72.4

B+ 86.5-89.4 D+ 66.5-69.4

B 82.5-86.4 D 62.5-66.4

B- 79.5-82.4 D- 59.5-62.4

C+ 76.5-89.4 F 0-59.4

**EXAMS: (75%)** There will be 3 midterm exams each worth 25% of your grade. Exam questions will be based on material covered in any aspect of class (e. g. reading assignments, class lectures (video/audio), exercises, cases, and videos). The format of the exams will be a combination of multiple-choice questions and/or short answer/essay question(s) and are closed book. The final exam is not cumulative and is worth 25% of your grade. Final exam questions will be similar to the Midterm Exam questions (i.e. multiple-choice and/or short answer). The exams will be timed. Additional information regarding the exam process will be provided closer to exam time. Please remember the University Academic Honesty policy (see below)! Cheating is not fair to other students and is not worth the consequences! **Online exams within this course will require online proctoring. For additional information about online proctoring you can visit the online student proctoring** **FAQ** [**https://www.usf.edu/innovative-education/digital-learning/digital-learning-resources/honor\_lock.aspx**](https://www.usf.edu/innovative-education/digital-learning/digital-learning-resources/honor_lock.aspx)

**CASES/ETHICAL DILEMMAS WRITE-UPS:** (13%) Please answer questions completely and concisely. Do not answer questions with just a “no” or “yes” answer. Please elaborate. Late assignments will be penalized 10 points/day, so please prepare ahead of time to allow for emergency situations such as illness or computer problems. Papers with numerous typos/ grammatical errors cannot earn a grade higher than a “C”, so please check your papers for errors. The write-ups of Cases/Ethical Dilemmas for each chapter are due by the date listed on the syllabus. On the days that we don’t meet in person, the C/EDs will be due before midnight on the day listed on the syllabus. A rubric is included on Canvas.

You are allowed to work on these together if you desire but do turn in your own copy of the completed answers. If you work with others, do include the group member names on the paper. In general, there are no wrong or right answers to many of these questions, but more effort and thought will typically lead to a better understanding of how to apply the material and a better grade. A rubric is included on Canvas. **Put all of your answers to the cases/ethical dilemmas for each chapter into 1 document**. For example, put the Ch. 1 ethical dilemma and cases (ED/Cs) into one document. Include the case titles and the numbers for the questions along with your answers.

**Discussions Boards:** (10%) In order to earn participation points, you must get involved. Some exercises that we do in class are designed to help you gain insight into your own skills, abilities, and interests and how they relate to organizational behavior. You will also have discussion boards. Responding to these posts by the deadlines will earn you participation points. Late assignments are penalized 10 points per day and will be accepted up to 10 days late for partial credit. You can probably still earn an “A” if you miss one assignment due to computer problems, illness, work issues, etc., but it’s better to turn something in late rather than skip it altogether. You are also required to respond in a thoughtful and polite manner to a minimum of 1 different post by other students for each discussion board. Do take the time to read the Netiquette Guide posted on Canvas regarding professional online interactions. <https://lib.stpetersburg.usf.edu/c.php?g=728128&p=5199233> Articulating your opinions and ideas and sharing relevant examples based on your experiences in the workplace will enhance the learning experience for everyone and deepen your understanding of the material. Also, please feel free to point out any relevant news that related to the class. Professional behavior is expected at all times. Please try to maintain a positive attitude and respect your professor and other students. Being polite and respectful at all times is important in this class, in the workplace, and in life in general!

**CHAPTER QUIZZES: (2%)** In order to see the types of questions you may see on the exams and to test your retention of the chapter material, there will a quiz for each chapter. Each chapter quiz will have 5 to 10 multiple choice questions. Chapter quizzes will be available until the day before the start of the exam.

**LATE OR MISSED ASSIGNMENTS OR EXAMS:** It is expected that all assignments will be completed and submitted by the due dates. Exams are to be taken during the time-frame indicated on the class syllabus. In the event of an emergency, it is your responsibility to contact me as soon as possible after the emergency (worst case, within 24 hours after the exam period you missed). Make-up exams may be any format. Late assignments (e.g. C/EDs) are penalized 10 points per day.

**CANVAS:** PowerPoint slides will be available on Canvas. On many of the PowerPoint slides, there are notes. There will also be supplemental video for each chapter. It is strongly advised that you read the chapter before going over the PowerPoints. This will help you understand and retain the information. Study guides for the exams will be posted on Canvas.

**UNIVERSITY POLICIES:**

**Academic Honesty:**

See USF Policy on Academic Dishonesty and Disruption of Academic Process at www.ugs.usf.edu/catalogs/0304/adadap.htm

Because of the University’s commitment to academic integrity, plagiarism or cheating on course work or on examinations will result in penalties that may include a grade of “F” for the specific exam and/or course work and a grade of “F” or “FF” for the course. Any incident of academic dishonesty will be reported to the dean of the college. Definitions and punishment guidelines for Plagiarism, Cheating, and Student Disruption of the Academic Process may be found at the web address listed above.

**Course Hero / Chegg Policy:** Contract cheating, paper mills, or the use of websites that enable cheating in this course are forbidden. The [USF Policy on Academic Integrity](http://regulationspolicies.usf.edu/regulations/pdfs/regulation-usf3.027.pdf) specifies that students may not use websites that enable cheating, such as by uploading or downloading material for this purpose. This does apply specifically to Chegg.com and CourseHero.com – any use of these websites (including uploading proprietary materials) constitutes a violation of the academic integrity policy.

**Student Accessibility:** Please notify your instructor as soon as possible if you require accommodations or require special assistance with this course through the Student Accessibility Services. Confidential personal and learning assistance counseling are made available to students through Student Accessibility Services. Those who need extended time on exams need to inform Student Accessibility Services at least seven (7) school days (Monday-Friday) in advance of the scheduled exam, so that Student Accessibility Services has adequate time to inform me. [www.usf.edu/SAS](http://www.usf.edu/SAS)**.**

**Religious Holidays:** Students who must miss an examination due to a religious holiday should notify me as soon as possible so that I can make accommodations.

Policies about accessibility, religious observances, academic grievances, academic misconduct, and several other topics are governed by a central set of policies, which apply to all classes at USF: <https://www.usf.edu/provost/faculty/core-syllabus-policy-statements.aspx>

**Copyrights:** It is acceptable to tape the lectures and to take notes for personal use, but it is unacceptable to sell them to another person or to a company that specializes in the sale of class notes.

**Incomplete Grades:** An “I” grade may be given to an undergraduate student only when a small portion of the student’s work (normally 30% or less) is incomplete due to circumstances beyond the control of the student and only when a student is otherwise earning a passing grade. “I” grades are to be used only in emergency situations and cannot to be used as a means of avoiding a poor grade. Normally these are only for medical emergencies and require a signed letter from a medical professional that the student was prevented from attending class. The student must petition the professor before the week of final exams for a grade of “I” to be given.

The time limit for removing the “I” is to be set by the instructor of the course. For undergraduate students, this time limit may not exceed two academic semesters, whether or not the student is in residence, and/or graduation, whichever comes first.

**Course Prerequisite and Grade Requirements:** Prerequisite course name and number (if any), and any special grade requirements regarding passing certain courses with a “C” or better (for some majors); or a “C-“ or better (required for graduation for College of Business core courses).

**Withdrawal:** No “W” grades can be obtained after the official drop or withdrawal date (indicate date for each semester). All students enrolled as of the withdrawal date (indicate date for each semester), will receive a letter grade of A, B+, B, C, C+, C, D+, D or F.

**Learning Support and Campus Offices:**

**Gender-Based Crimes/Sexual Misconduct/Sexual Harassment (Including Sexual Violence) -Supporting Crime Victims and Violence Against Women Act (VAWA):** [USF Policy 0-004](http://regulationspolicies.usf.edu/policies-and-procedures/pdfs/policy-0-004.pdf) USF has a commitment to the safety and well-being of our students. Please be aware that educators must report incidents of sexual harassment and gender-based crimes including sexual assault, stalking, and domestic/relationship violence that come to their attention. I am required to report such incidents in order for the Office of Student Rights and Responsibilities or the Office of Diversity, Inclusion, and Equal Opportunity can investigate the incident or situation as a possible violation of the USF Sexual Misconduct/Sexual Harassment Policy and provide assistance to the student making the disclosure. If you disclose in class or to me personally, I must report the disclosure and will assist you in accessing available resources. If you desire confidentiality, there are campus and community resources listed below that will respect that decision.

**TAMPA CAMPUS**

**Tutoring Hub**: The Tutoring Hub offers free tutoring in [several subjects](https://www.usf.edu/undergrad/academic-success-center/tutoring/courses-tutored.aspx) to USF undergraduates. Appointments are recommended, but not required. For more information, email [asctampa@usf.edu](mailto:asctampa@usf.edu)

**Writing Studio:** The Writing Studio is a free resource for USF undergraduate and graduate students. At the Writing Studio, a trained writing consultant will work individually with you, at any point in the writing process from brainstorming to editing. Appointments are recommended, but not required. For more information or to make an appointment, email [writingstudio@usf.edu](mailto:writingstudio@usf.edu)

**Counseling Center** The Counseling Center promotes the wellbeing of the campus community by providing culturally sensitive counseling, consultation, prevention, and training that enhances student academic and personal success. Contact information is available [online](https://www.usf.edu/student-affairs/counseling-center/about-us/contact-us.aspx). (813) 974-2831; <http://usf.edu/student-affairs/counseling-center>

**Center for Victim Advocacy and Violence Prevention:** The Center for Victim Advocacy empowers survivors of crime, violence, or abuse by promoting the restoration of decision making, by advocating for their rights, and by offering support and resources. Contact information is available [online](https://www.usf.edu/student-affairs/victim-advocacy/contact-us/index.aspx). The Center for Victim Advocacy and Violence Prevention, the Counseling Center and Student Health Services are confidential resources where you can talk about such situations and receive assistance without the incident being reported. (813) 974-5757; <http://sa.usf.edu/advocacy>

**Student Health Services** (813) 974-2331; <http://usf.edu/student-affairs/student-health-services>

**ST. PETERSBURG CAMPUS**

**Student Success Center** The Student Success Center provides free tutoring and writing consultations. Contact information is available [online](https://www.stpetersburg.usf.edu/student-life/student-success-center/about/index.aspx). **The Academic Success Center (ASC)** The ASC provides academic support through individual and small group tutoring sessions, workshops, seminars, credit courses and academic coaching. The subject areas covered including accounting, marketing, finance, GRE, GMAT, math, statistics, writing, chemistry, biology, Spanish, French, etc. ASC consultants will help you solve problems, better understand assignments, brainstorm ideas, develop study skills and learning strategies, prepare for exams and tests, and much more. The ASC is located in Davis 107 at USFSP. Please visit <http://www1.usfsp.edu/success/>, email: [academicsuccess@usfsp.edu](mailto:academicsuccess@usfsp.edu) or call [727-873-4632](tel:727-873-4632) for open hours or to schedule an individual appointment.

**Victim Advocate** A victim advocate is available 24/7 by calling (727) 698-2079. The Victim Advocate is available to assist victims of crime, sexual assault, and partner violence. Rape Crisis Center of Pinellas County, Tel: 727-530-7273. USF Wellness Center: (727)873-4242. Non-confidential resources include the USFSP Police Department (727) 873-4140; Dean of Students & Director of Residence Life & Housing: Dr. Jacob Diaz (727) 873-4823, [deanofstudents@usfsp.edu](mailto:deanofstudents@usfsp.edu); St. Petersburg Police 727-893-7780 or 911; or the Pinellas County Sheriff (727)-582-6200 or 911. If you are not sure what to do, you are strongly encouraged to contact the USFSP Victim Advocate to confidentially explore your options including: Injunctions & Protective Orders on campus; Changes in Accommodations, Living Arrangements, Class Schedules, & Transportation; Assistance with Academic Issues – missed classes, late assignments, etc.

**Wellness Center**: The Wellness Center provides counseling and medical services, as well as prevention programs and victim advocacy. Contact information is available [online](https://www.stpetersburg.usf.edu/student-life/wellness/about/schedule-appointment.aspx).

**SARASOTA-MANATEE CAMPUS**

**Tutoring and Writing Support:** Learning Support Services provides free tutoring and writing consultations for a variety of courses and subjects such as, Accounting, Biology, Chemistry, Finance, Math & Statistics, Physics, and Spanish. Make an appointment [online](https://www.sarasotamanatee.usf.edu/academics/academic-resources/information-commons/tutoring.aspx).

**Counseling and Wellness Center:** The Counseling and Wellness Center is a confidential resource where you can talk about incidents of discrimination and harassment, including sexual harassment, gender-based crimes, sexual assault, stalking, and domestic/relationship violence. Call 941-487-4254

**Victim Advocate:** A Victim Advocate is available 24/7 by calling (941) 504-8599. For assistance leave a message with your phone number and your call will be returned as soon as possible. The Victim Advocate is available to assist victims of crime, sexual assault, and partner violence.

**End of Semester Student Evaluations:** All classes at USF make use of an online system for students to provide feedback to the University regarding the course. These surveys will be made available at the end of the semester, and the University will notify you by email when the response window opens. Your participation is highly encouraged and valued.

**Important Dates:** All the dates and assignments are tentative and can be changed at the discretion of the professor.

**Final Examinations Policy**: All final exams are to be scheduled in accordance with the University’s final examination policy.

**COVID-19 Policy: *A student who will be absent from an in-person class (due to isolation, quarantine or other reason) must notify the instructor immediately for guidance on academic continuity and student learning.***

**COURSE SCHEDULE \* Subject to Change\***

**Week** **Topic**  **Reading Due**

**COURSE SCHEDULE \* Subject to Change**

**Week** **Assignments**

**T 8/22 Introduction, Meet in Person**

Th 8/24 **Due Date** Introduction Discussion BOARD, Add your profile picture to your Canvas account

What is Organizational Behavior? Ch. 1

**8/27 Due Date Ethical Dilemma:** There’s a Drone in Your Soup

**Case:** Apple Goes Global, **Case:** Big Data for Dummies, **Ch. 1 Quiz**

T 8/29, 8/31 Diversity in Organizations Ch. 2

**9/3 Due Date** **Ethical Dilemma**: Voiding the License to Discriminate

**Case:** Can Organizations Train Diversity, **Case:** The Encore Career Ch. 2Discussion Board, **Ch. 2 Quiz**

**T 9/5 Meet in Person**

**Th 9/7 Attitudes and Job Satisfaction,** Ch. 3

**9/10 Due Date** **Ethical Dilemma:** Tell-All Websites

**Case:** Self Service Kiosks: From People to Robots, **Case:** Job Crafting,

Ch. 3 Discussion Board, **Ch. 3 Quiz**

T 9/12, 9/14 Emotions & Moods Ch. 4

**9/17 Due Date** Ethical Dilemma: Data Mining Emotions

**Case:** Managers Have Feelings Too, **Case:** When the Going Gets Boring

Ch. 4 Discussion Board, **Ch. 4 Quiz**

Th 9/21  **\*\*MIDTERM EXAM -1\*\* Chapters 1, 2, 3, 4, - Meet in Person**

T 9/26 Personality & Values Ch. 5

**Th 9/28 Guest Speaker: Audrey McGuckin, Meet in Person \*\*10:30\*\***

**10/1 Due Date** **Ethical Dilemma:** From Personality to Values to Political Ideology in Hiring

**Case:** On the Costs of Being Nice, **Case:** The Clash of the Traits

Ch. 5 Discussion Board, **Ch. 5 Quiz**

T 10/3, 10/5 Perception and Individual Decision-Making Ch. 6

**10/8 Due Date Ethical Dilemma:** Cheating is a Decision

**Case:** Warning: Collaboration Overload, **Case:** Feeling Bored Again

Ch. 6 Discussion Board**, Ch. 6 Quiz**

T 10/10, 10/12 Motivation Concepts Ch. 7

**10/15 Due Date Ethical Dilemma:** Follies of Reward

**Case:** The Demotivation of CEO Pay, **Case:** Laziness is Contagiousness

Motivation: From Concepts to Applications Ch. 8

**Ethical Dilemma:** You Want Me to Do *What*?  **Case:** We Talk, But They Don’t Listen, **Case:** Pay Raises Every Day

Ch.7 Discussion Board, **Ch. 7, 8 Quiz**

T 10/17, 10/19 Foundations of Group Behavior Ch. 9

**10/22 Due Date Ethical Dilemma:** Is It OK to Violate a Psychological Contract?

**Case:** The Calamities of Consensus, **Case:** Intergroup Trust and Survival

Ch. 9Discussion Board, **Ch. 9 Quiz**

T 10/24 Prepare for Exam

Th 10/26 **\*\*MIDTERM EXAM -2\*\* Chapters 5, 6, 7, 8, 9-Meet in Person**

**T 10/31, 11/2** Communication Ch. 11

**11/5 Due Date** **Ethical Dilemma:** BYOD

**Case:** Do Men or Women Speak the Same Language?, **Case:** Trying to Cut the Grapevine

Ch.11Discussion Board, **Ch. 11 Quiz**

**T 11/7 Meet in Person**

**Leadership** Ch. 12

**Ethical Dilemma:** Should I Stay or Should I Go?

**Case:** Sharing is Performing, C**ase:** Leadership by Algorithm

11/12 Ch. 12 Discussion Board, **Ch. 12 Quiz**

T 11/14, 11/16 Power and Politics Ch. 13

**11/19 Due Date Ethical Dilemma:** Sexual Harassment & Office Romances

**Case:** Should Women Have More Power?, **Case:** Where Flattery Will Get You

Ch. 13 Discussion Board, **Ch. 13 Quiz**

**T 11/21 Meet in Person**

**Conflict and Negotiation** Ch. 14

\*\*11/23, 24 Thanksgiving holidays, no classes & USF Offices closed\*\*

**11/26 Due Date Ethical Dilemma:** The Case of the Overly Assertive Employee

**Case:** Disorderly Conduct, **Case:** Rubber Rooms, & Collective Bargaining

Ch. 14 Discussion Board, **Ch. 14 Quiz**

11/27-12/1 Prepare for Final Exam

**12/5 Final Exam – (Chapters 11, 12, 13, 14, 16) Meet in Person**