



MGMT 371: Organizational Behavior

Class number: 5283005 (A1), 5283010 (A2), 5283035 (D1), 5283040 (D2)

Fall 2018:

Section A: Tuesday & Thursday 8:00-9:15am, Gerdin 0330

Section D: Tuesday & Thursday 9:30-10:45am, Bessey 2226

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Office: Gerdin 3284

Office Hours: Tuesdays and Thursdays 11:00am-12:30pm

Additional times are available by appointment and can be arranged via e-mail.

Course Description

This course (MGMT 371: Organizational Behavior) provides an overview of behavioral science theory, research, and practice. Organizational Behavior (OB) is an interdisciplinary field dedicated to better understanding and managing people at work. Topics covered in this course include job performance and organizational commitment, individual characteristics, attitudes, and behaviors, group characteristics and processes, and organizational characteristics. This course will blend conceptual (i.e., the way things are designed to work) and practical (i.e., the way things actually work) perspectives.

Required Course Materials

Textbook: Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2016.) Organizational Behavior: Improving Performance and Commitment in the Workplace, 6th Edition. New York: McGraw Hill Education. ISBN: 978-1-259-92766-9

A digital version of this textbook has been made available through our class website on Canvas at a significantly reduced rate. (See the “Redshelf Course Materials” tab on your navigation bar for this course.) There is an option to have this textbook printed at the bookstore for an additional fee (please see me for information on this option). You may opt out of this digital version. If you do so, I strongly encourage you to purchase this book in hard copy, as this is the text we will use throughout the course, and you are responsible for any related reading and assignments.

In addition to the textbook, we will read a number of articles and cases related to the topics discussed in this course. These articles and cases will be made available on the course website.

Course Objectives

Iowa State College of Business Learning Objectives

The Undergraduate Program of the College of Business has established the following learning goals for its graduates:

- 1. Critical thinking**
- 2. Oral and written communication**
- 3. Teamwork**
4. Quantitative and analytical methods
5. Ethics
6. General business knowledge
- 7. Discipline specific knowledge**
8. Legal issues in business

Items in bold have significant coverage in this course.

Instructor Objectives

The three basic levels of analysis in organizational behavior are the individual, group, and organization. To be an effective employee and manager, it is essential that you acquire knowledge that spans all three of these levels and develop a set of practical tools and skills for understanding and managing people and groups within the complex dynamics of organizations. Therefore, this course applies theories of individual behavior, group behavior, and organizational dynamics to solve a host of performance-based problems associated with organizational effectiveness. We will examine three general types of issues:

1. Understanding and managing individual behavior in organizations.
2. Understanding and managing group and social processes.
3. Understanding and managing organizational processes and problems.

This course provides more in-depth coverage of topics than MGMT 370: Management of Organizations. As such, this course requires active application of management theories through engaged participation, individual assignments, and team projects.

By the end of this course, you will be able to:

- Describe the field of “organizational behavior” and its relevance to managers and employees in work organizations.
- Understand the causes of individual behavior, attitudes, and decision-making, and use this knowledge to reinforce and change behavior at work.
- Increase personal awareness of your own behaviors, attitudes, personality, interpersonal skills, and preferred working environment.
- Understand how to diagnose and improve effectiveness at the individual, group, and organizational levels.

Course Approach

A key goal of this course is to understand and apply organizational behavior concepts to practical problems and issues. To achieve this goal, this class embraces the concept of **learning by doing**.

Aligned with this approach, I expected readings and individual homework assignments to be completed prior to the designated class. Our time during class will be spent clarifying important points and issues through lecture and discussion, and completing theoretically-based, practically-relevant exercises designed to deepen your thinking and challenge your perspectives.

As part of the learning process, we will spend the majority of our semester working with instructor-assigned teams. Thus, in addition to your individual preparation and participation in the course, you are also expected to be an active and engaged team member.

Throughout the course, it is critical that you prepare for each class, remain open to new concepts and opinions, take risks, challenge your own assumptions, and share your thoughts, knowledge, and ideas. I encourage you to think of class discussions and activities as an open forum in which we all learn from the ideas, comments, and input of others. To this end, I expect that we will all contribute to a classroom culture that supports a learning environment through shared values (ex., civility, respect, appreciation of diversity, professionalism).

Grading and Grading Policies

Grades and distribution

GRADING	POINTS
Individual Assignments	
Syllabus Quiz	10
Personality assignment	50
Feedback (2 X 15)	30
Reflection (2 x 30)	60
Midterm	150
Final	150
Team-based Assignments	
Individual quizzes	35
Team quizzes	105
Team assignments	200
Peer evaluations	210
TOTAL POINTS	1000

GRADING SCALE	
930-1000	A
900-929	A-
870-899	B+
830-869	B
800-829	B-
770-799	C+
730-769	C
700-729	C-
670-699	D+
630-669	D
600-629	D-
0-599	F

Grade appeals and questions

All questions regarding your grade should be addressed directly to me (the instructor). Specific results of exam questions, graded assignments, or any other graded results will not be discussed before, during, or after the scheduled class period. There will be a 24-hour waiting period before grade results will be discussed. After this period, if you believe that you have been graded unfairly, or that your grade does not reflect the quality of your work, you must communicate your concern to me in writing (typed hard copy or e-mail) and schedule an appointment to discuss the issue. Your appeal should address your concern and identify specific reasons why you feel the grade is unfair or inappropriate. At the time of the appointment, you must bring your typed appeal, copy of the syllabus and additional assignment information (if applicable), and the original graded assignment. Any appeal must be submitted within 1 week after your receipt of the graded material. **Please note:** If you ask me to re-evaluate work that was previously graded, your revised score may be higher or lower than the prior score.

Graded Materials

In this course, we have individual assignments, and team-based assignments. **Additional information for each of these assignments will be provided in class and on Canvas.** The following briefly describes each of the assignment types.

Individual assignments: Syllabus quiz. As the title implies, this will be a brief test of your knowledge of the syllabus for this course.

Individual assignments: Personality assessment. At the beginning of the course, you will complete a survey that asks questions related to your personality. We will use this information at points throughout the course as it applies to different areas of organizational behavior.

Individual assignments: Feedback and reflection. You will be asked to provide feedback on your experiences with each of your team members twice during the semester (at the mid-point and at the end of the course). In addition, you will receive an aggregated report of the feedback provided by your team members on your personal performance within the team. After receiving this feedback, you will be asked to complete a brief reflection assignment that demonstrates thoughtful consideration and acknowledgement of the feedback you have received, as well as a discussion of how you plan to use this feedback moving forward.

Individual assignments: Exams. We will have a mid-term and a final exam for this course. Exams will be completed individually. Exams are designed to test your basic knowledge of concepts in organizational behavior as well as your ability to synthesize the theories and applications of the course. Exam questions may consist of multiple question types, including multiple-choice, true-false, fill-in-the-blank, matching, short answers, and essays. Questions will be drawn from the reading assignments, lectures, and class materials.

Team-based assignments: Individual and team quizzes. This course has been divided into multiple sections. At the beginning of each section, you will take a quiz on the assigned readings for the section (see the schedule below for dates and reading assignments). Once you have completed the quiz individually and submitted it for grading, you will complete the exact same

quiz as a team with your team members. Quizzes are designed to assess a high-level knowledge of the reading material and evaluate your readiness for learning within each section.

Team-based assignments: Team assignments. These assignments are designed to be completed as a team. The overarching goal of these assignments is to apply concepts and ideas from class to an actual problem faced by organizations. These assignments are also designed to provide “real-world experience” of working within groups. Additional information for these assignments will be provided in class and on Canvas. **Please note:** The majority of team assignments will be completed during class. If you are not present for a team assignment that is completed during class, you will not receive credit for the assignment.

Team-based assignments: Peer evaluations. Peer evaluations reflect your participation, involvement, and performance within your team as assessed by your team members. Each team member will provide feedback (and a score) based on their experience with you in the team. Scores provided by team members will be averaged for an overall peer evaluation score.

Additional information regarding assignments and exams

Assignments are due on the dates listed. Assignments turned in late will be deducted 5 points for each day past the deadline. All assignments should be submitted in hard copy to the instructor at the beginning of the class session unless otherwise specified. In addition, written assignments should be submitted online via Canvas. To be clear, written assignments should be submitted both online and in hard copy on the date listed.

If an assignment is required to be submitted via Canvas and the Canvas system is unavailable, you will need to submit your assignment to my e-mail address (mc6@iastate.edu) by the assignment deadline. If the entire network is down, you will still need to submit a hard copy of the assignment at the start of class and submit the assignment electronically as soon as access to Canvas is restored.

Exams must be taken on the day listed. Make-up exams will not be offered, except under extremely unusual or compelling circumstances. **Personal travel or vacation plans that conflict with an exam date are not a valid reason for missing an exam and no accommodation will be offered for these situations.** It is your responsibility to contact me as soon as possible to request to miss an exam and you must provide credible, written documentation or verifiable evidence of the compelling circumstances. It is your responsibility to ensure that I have advanced knowledge of your need to miss an exam. You (or someone representing you) must e-mail me or call me prior to missing an exam. Do not assume that your e-mail has been received if you do not receive timely confirmation from me as to your request to take a make-up exam. If you miss an exam due to unforeseen circumstances, you (or someone representing you) must contact me as soon as possible to request a make-up exam. **Please note:** Make-up exams will not be in the same format and may contain alternative questions than the original exam.

Class Expectations and Policies

Classroom Etiquette

Students are expected to avoid any activities that might disturb or distract other students or the myself during class. Examples include arriving late, leaving early, unnecessary talking, playing video games, sending text messages or e-mails, and updating your Facebook, Twitter, Instagram, Snapchat, etc. accounts. It is expected that you turn off cell phones and electronics during class. You are welcome to use your laptop for relevant class activities. If I believe that laptops are being used for purposes other than class-related activities, I will ask you to put away your computer for the remainder of the course.

Principles of Community

Students are responsible for living the tenets established in Iowa State University's "Principles of Community." These tenets include: respect, purpose, cooperation, richness of diversity, freedom from discrimination, honest and respectful expression of ideas. A more detailed description of these principles can be found at <http://www.diversity.iastate.edu/principles-of-community>.

Following from this, you are expected to treat me (the instructor), and all other participants in the course with courtesy and respect. Your comments to others should be factual, constructive, and free from harassing statements. You are encouraged to disagree with other students, but such disagreements need to be based upon facts and documentation (rather than prejudices and personalities). It is my goal to promote an atmosphere of mutual respect in the classroom. Please contact me directly if you have suggestions for improving the classroom environment.

Class rosters are provided to me with your legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please speak to me about this preference so I can make a note in my records.

Finally, all university publications and communication, whether oral or written, shall use inclusive language and illustrations. Inclusive language refers to language that makes every attempt to include comprehensively all groups in the community. Whenever possible, selection of academic material will also reflect efforts to uphold this policy. Additional information regarding this policy can be found at: <http://www.policy.iastate.edu/policy/language>.

Harassment and Discrimination

Iowa State University strives to maintain our campus as a place of work and study for faculty, staff, and students that is free of all forms of prohibited discrimination and harassment based upon race, ethnicity, sex (including sexual assault), pregnancy, color, religion, national origin, physical or mental disability, age, marital status, sexual orientation, gender identity, genetic information, or status as a U.S. veteran. Any student who has concerns about such behavior should contact:

- The instructor of this course
- Student Assistance (<http://www.studentassistance.dso.iastate.edu/>)
515-294-1020 or dso-sas@iastate.edu
- Office of Equal Opportunity and Compliance (<http://www.eoc.iastate.edu/>)
515-294-7612

Absences

You are expected to attend every class session. You are responsible for all material which is assigned, discussed, presented, and/or handed out in class. Changes in the syllabus may periodically be made in class, and you are responsible for being aware of any changes. If you miss a class meeting for any reason, you are responsible for all material covered, for announcements made during your absence, and for acquiring any materials that may have been distributed in class. Any known absences should be discussed with the instructor in advance, and as early in the semester as possible.

Accessibility Accommodations

Iowa State University is committed to assuring that all educational activities are free from discrimination and harassment based on disability status. All students requesting accommodations are required to meet with staff in Student Disability Resources (SDR) to establish eligibility. A Notification Letter form will be provided to eligible students. The provision of reasonable accommodations in this course will be arranged after timely delivery of the Notification Letter to the instructor. Students are encouraged to deliver the Notification Letters as early in the semester as possible.

SDR, a unit in the Dean of Students Office, is located in room 1076, Student Services Building or online at <https://www.sdr.dso.iastate.edu/>. Contact SDR by e-mail at disabilityresources@iastate.edu or by phone at 515-294-7220 for additional information.

Religious Accommodations

If an academic or work requirement conflicts with your religious practices and/or observances, you may request reasonable accommodations. Your request must be in writing, and the instructor of this course will review the request. You or your instructor may also seek assistance from the Dean of Students Office (<https://www.dso.iastate.edu/>) or the Office of Equal Opportunity and Compliance (<http://www.eoc.iastate.edu/>).

If you are celebrating a religious holiday, please let me know as early in the semester as possible so that any necessary accommodations can be made.

University-sanctioned Activities

Accommodations will be made for students who miss class due to university-sanctioned non-credit activities (competitions, conferences, presentations, programs, and performances) or military service according to sections 10.4.3.1 and 10.4.3.3 of the Faculty Handbook.

If you are participating in a university-sanctioned activity or fulfilling military service, please let me know as early in the semester as possible so that necessary accommodations can be made.

Academic Integrity

This class will follow Iowa State University's policy on academic dishonesty. Anyone suspected of academic dishonesty will be reported to the Dean of Students.

Iowa State University and the Ivy College of Business take academic integrity very seriously. Unless otherwise specified, it is imperative that you do your own work. Any suspected violations of academic integrity will be taken seriously and could result in the following:

- A minimum of zero on the assignment OR
- A reduced grade in the course OR
- A failure in the course OR
- Removal from the Ivy College of Business and Iowa State University

If you are unsure what constitutes academic misconduct, please refer to the Dean of Students website (<http://www.dso.iastate.edu/ja/academic/misconduct>), which states:

“The value of an education at Iowa State University depends greatly upon the quality of academic work and research completed by students in our institution. Each member of the Iowa State community has an opportunity to play an important role in promoting and preserving integrity on campus.

The academic work of all students must comply with all university policies on academic honesty. Examples of academic misconduct are:

- Attempting to use unauthorized information in the taking of an exam;
- Submitting as one's own work, themes, reports, drawings, laboratory notes, computer programs or other products prepared by another person;
- Knowingly assisting another student in obtaining or using unauthorized materials; or
- Plagiarism.”

Plagiarism

The Council of Writing Program Administrators (<http://www.wpacouncil.org>, January, 2003) defines plagiarism as the “[deliberate use of] someone else's language, ideas, or other original (not common-knowledge) material without acknowledging its source.” Stated differently, plagiarism involves taking credit for or using the work of others without properly citing the material. Plagiarism can include (but is not limited to) copying material from published and unpublished text or manuscripts, electronic resources (i.e., the Internet), and the work of others.

For additional resources regarding plagiarism, what it is, and how to avoid it, please refer to:

<http://instr.iastate.libguides.com/c.php?g=49334>
<https://owl.english.purdue.edu/owl/resource/589/01/>
<http://library.acadiau.ca/sites/default/files/library/tutorials/plagiarism/>
<http://www.plagiarism.org/>
<http://wpacouncil.org/positions/WPAplagiarism.pdf>

Plagiarism is one of the most common and serious violations of academic integrity. Students who submit plagiarized work will be handled in accordance with the academic integrity policy outlined above.

Copyright Material

As mentioned above, it is a violation of academic integrity to utilize course materials that are illegally sourced. It is also a violation of academic integrity to distribute the course materials provided for this class. This includes the distribution and/or sale of the PowerPoint slides, assignments, exams, quizzes, class notes, or other materials provided in class. Students who are caught distributing and/or selling course materials will be handled in accordance with the academic integrity policy outlined above. Relatedly, it is inappropriate to record (audio and/or visual) any part of the course for sharing or distribution. Should you wish to record (audio and/or visual) any part of this course, please consult with me prior to doing so.

Academic Success

There are numerous resources available at Iowa State, and through the College of Business, designed to foster successful completion of this and other courses, and aid in future employment.

The Academic Success Center at Iowa State provides a variety of services aimed at assisting students in meeting their academic goals. These services include academic resources, such as test preparation and time management, as well as academic coaching, supplemental instruction, tutoring, and workshops. More information can be found here: <http://www.asc.dso.iastate.edu/>.

In addition to the Academic Success Center, Iowa States provides writing assistance through multiple platforms, including tutoring and workshops. More information can be found here: <http://www.wmc.dso.iastate.edu/>.

Emergency Planning

In the unlikely event that the university is officially closed due to severe weather, natural disaster or manmade emergency, changes in the course schedule will be made. An exam scheduled during a university closure will be given after the university reopens at a time designated by the university administration.

Dead Week

This class follows the Iowa State University Dead Week policy as noted in section 10.6.4 of the Faculty Handbook.

Important Dates

- Deadline to add/drop without instructor/advisor approval: August 24, 2018
- Tuition and fees 100% refund deadline: August 31, 2018
- Deadline to add/drop/withdrawal without extenuating circumstances: October 26, 2018

*Dates are subject to change without notice, as per Office of the Registrar

NOTE: The information contained in this syllabus, with the exceptions of grading and absence policies, may be subject to change with reasonable advance notice.

DATE	READING (to be completed prior to class)	TOPIC	ASSIGNMENTS DUE
8/21	Syllabus	Course expectations	Syllabus quiz
8/23	Chapter 1	Introduction to OB	
8/28	Chapter 2, Chapter 3	Individual outcomes	Quiz 1
8/30		Job performance	Personality assignment; Team Assignment 1
9/4		Organizational commitment	Team Assignment 2
9/6	Chapter 4, Chapter 5, Chapter 6	Individual mechanisms, processes, attitudes (part 1)	Quiz 2
9/11		Job satisfaction	
9/13		Stress	
9/18		Motivation	
9/20		Motivation	Team Assignment 3
9/25	Chapter 7, Chapter 8	Individual mechanisms, processes, attitudes (part 2)	Quiz 3
9/27		Trust, justice, ethics	Team Assignment 4
10/2		Learning and decision-making	Feedback Assignment 1
10/4		MID-TERM EXAM	
10/9	Chapter 9, Chapter 10	Individual characteristics	Quiz 4
10/11		Personality	Team assignment 5
10/16		Ability	Reflection Assignment 1
10/18	Chapter 11, Chapter 12	Teams	Quiz 5
10/23		Teams	
10/25		Teams	
10/30		Teams	Team assignment 6
11/1	Chapter 13, Chapter 14	Leadership	Quiz 6
11/6		Leadership	
11/8		Leadership	
11/13		Leadership	

11/15		Leadership	Feedback Assignment 2; Team assignment 7
11/20	THANKSGIVING BREAK	NO CLASS	
11/22	THANKSGIVING BREAK	NO CLASS	
11/27	Chapter 15, Chapter 16	Organizational characteristics	Quiz 7
11/29		Organizational structure	
12/4		Organizational culture	Reflection Assignment 2
12/6		Organizational culture; Course review	
12/13	SECTION A (8:00-9:15am)	FINAL EXAM	7:30-9:30am
12/13	SECTION D (9:30-10:45am)	FINAL EXAM	9:45-11:45am