



**UNIVERSITY OF TEXAS – RIO GRANDE VALLEY  
ORGANIZATIONAL BEHAVIOR  
MANAGEMENT 6330 – 01V  
COURSE SYLLABUS – FALL 2020**

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Office Hours:	Tuesday and Thursday 2:30-4:30 and by appointment
Online class support:	Center for Online Learning, Teaching, and Technology (COLT).
Brownsville Campus:	Rustenberg, 108; (956) 882-6792
Edinburg Campus:	Education Complex 2.202; (956) 665-5327
Hours	Monday-Friday 7:30am – 7:00pm (Friday 8:00 AM – 6 PM)

**CLASS TIME AND LOCATION:** Online (AOP). This is an online asynchronous course.

**COURSE FORMAT:** This course will be delivered online Asynchronously through the course management system Blackboard Learn (BB). You will use your UTRGV account to login to the course from the My.utrgv.edu site and under applications click on Blackboard Learn. Students are not required to be available at a specified period of time. Instead, we will implement deadlines by which students will complete weekly learning modules. Students are required to watch/listen to online lectures about organizational behavior and to engage in online activities about its application. A variety of online assignments will be implemented. Some of these assignments may require small groups of students to discuss as a group or complete online work in their own time. Students will take online examinations. We may meet synchronously via zoom at a specified time. These meetings will be optional, although highly recommended.

**Online Asynchronous Courses:** These courses will be delivered fully online. There will be no designated class meeting time for real-time instructor/student interaction, which gives you the flexibility to engage with the course materials as best fits your daily schedule. Your learning will be guided by the digital presentation of the course content (e.g., recorded lectures, presentations, outlines, notes) and scheduled assignments. Your instructors will provide you with feedback on assigned work, communicate with you electronically, and be available to meet as defined on this syllabus.

**CATALOG DESCRIPTION:** An analysis of formal organizational theory and the interrelationship of individuals in organizations. A study of the organization as a system of authority, status, leadership, direction, culture, ethics, communication, and influence.

**DETAILED COURSE DESCRIPTION:** The goal of this course is to examine theories and issues in Organizational Behavior (OB), including their application to real-world organizational situations in the workplace and other organizational settings. Our topics will include motivation,

work attitudes (e.g., job satisfaction and organizational commitment), perception, decision-making, diversity, leadership, job satisfaction, groups/teams, and individual attributes (e.g., personality and values). We will examine knowledge and theory in these areas to understand human behavior and apply it to meet individual and organizational goals, such as furthering a person's career and improving organizational effectiveness.

## TEXTBOOK AND OTHER REQUIRED RESOURCES

1. Robbins & Judge (2016). *Essentials of Organizational Behavior* (14th ed.) Pearson. ISBN-13: 978-0134523859

2. *Readings and case*. Six readings will be assigned during the semester and will be considered in the online activities. The readings come from *Harvard Business Review* (HBR). They may be obtained through your UTRGV library (online) or directly from HBR. The case needs to be obtained from *Harvard Business School Publishing* (information to be posted in blackboard).

## GRADING FOR THE COURSE

Exam 1	150
Exam 2	150
Exam 3 (final)	210
Total exams:	510
7 online activities worth 70 points each	490
GRAND TOTAL	1000

Your letter grade depends on your points: A = 900-1000 points (90-100%), B = 800-899 points (80%), C = 700-799 points (70%), F = 699 points or less (< 69.99%).

Viewing Grades in Blackboard: Grades and running total will be posted in BB. You can do your own math to calculate your ongoing and expected grade. Points you receive for graded activities will be posted to the BB Grade Book. Click on the My Grades link on the left navigation to view your points. Your instructor will update the online grades each time a grading session has been complete—typically one or two business days following the completion of an activity. You will see a visual indication of new grades posted on your BB home page under the link to this course. Click on “My Grades” area in the BB course menu to see your current grades - note that grades and assignments may not be visible if grading is in progress.

**IMPORTANT NOTE ON RECORDINGS (POWERPOINTS LECTURES):** The use of recordings enables us to have an Asynchronous online class. We may also record zoom meetings if we have them. Our use of such technology is governed by the Federal Educational Rights and Privacy Act (FERPA), UTRGV's acceptable-use policy, and UTRGV HOP Policy STU 02-100 Student Conduct and Discipline. A recording of class sessions will be kept and stored by UTRGV, in accordance with FERPA and UTRGV policies. Your instructor will not share the recordings of your class activities outside of course participants, which include your fellow students, teaching assistants, or graduate assistants, and any guest faculty or community-based

learning partners with whom we may engage during a class session. You may not share recordings outside of this course. Doing so may result in disciplinary action under UTRGV HOP Policy STU 02-100 Student Conduct and Discipline.

**SOFTWARE/HARDWARE REQUIREMENTS:** This is an online class. To participate in it, you should have easy access to a computer less than 5-years old with a webcam or camera and high-speed internet connection via cable modem, LAN or DSL. To ensure you are using a supported browser and have required plug-ins please refer to Supported Browsers, Plugins & Operating Systems for Blackboard Learn from Blackboards resource page.

**Student Technical Skills:** You are expected to be proficient with installing and using basic computer applications, enabling and disabling pop-up windows in an internet browser, and send/receiving email attachments.

#### Required Software

- Google Chrome *or* Mozilla Firefox *or* MS Office's Internet Explorer *or* Mac Safari
- MS PowerPoint
- MS Word (or similar word processing software where you can cut and paste)
- Respondus lockdown browser (for exams – to be downloaded from BB)
- Virus protection

BlackBoard is overseen by the Center for Online Learning, Teaching, and Technology (COLT). Please contact them with any issues and problems with blackboard, including technical problems during an exam. *COLTT staff are the experts on BlackBoard issues and problems, not the instructor.*

#### Blackboard Support

If you need assistance with course technology at any time, please contact the [Center for Online Learning and Teaching Technology](#) (COLTT).

Campus:	Brownsville	Edinburg
Location:	Casa Bella (BCASA) 613	Education Complex (EEDUC) 2.202
Phone:	956-882-6792	956-665-5327

Toll Free: 1-866-654-4555

Office Hours: Monday - Friday, 7:30 a.m. - 6:00 p.m.

Support Tickets Submit a Support Case via our [Ask COLTT Portal](#)

24/7 Blackboard Support- Need Blackboard assistance after hours? You can call our main office numbers, 956-882-6792 or 956-665-5327, to speak with a support representative.

#### COURSE LEARNING REQUIREMENTS, GOALS AND OUTCOMES

By the end of the semester, you will:

- 1) Gain an understanding of the major theories, issues, and research in the field of Organizational Behavior.
- 2) Gain insight into how to apply Organizational Behavior theories and concepts to common organizational and business situations.
- 3) Gain an appreciation of the role that Organizational Behavior plays in the overall effectiveness of organizations.

**STUDENT COMMUNICATION SKILLS:** All students must have adequate writing skills to communicate content in a professional and concise manner. Students must be proficient in their written work, including strategies for developing ideas, citing references, writing style, wording, phrasing, and using language conventions. Students must use non-racist and non-sexist language, and include evidence and theoretical references to support their thesis/ideas in the discussions and projects. Students with personal work experience are encouraged to describe it when relevant, and to integrate it with the theoretical knowledge they are learning.

**TIME COMMITMENT:** Online courses are as time intensive and often more rigorous than face-to-face courses, particularly in the accelerated online program (AOP). Many students claim that online courses require more time, time management, and commitment. Factor in that the time you typically spend in a face-to-face class in a long semester (3 hours a week for 16 weeks) will be spent in online coursework, aside from the time spent in assignments common to both formats. Traditionally, in a long semester, a class meeting for 3 hours a week requires 6 hours of work outside the classroom: 36 hours a week for a typical 9-hour master's level course load. Here, the time you spent in activities necessary to go to class (e.g. commuting, parking) would be spent in required online activities (e.g. downloading software, getting familiar with BB, and dealing with technical issues). *Based on this, schedule at least 10 hours a week for reading, studying, and completing assignments.* Falling behind in this course is problematic because the concepts we cover are cumulative. Not becoming proficient with information and objectives presented in a particular week can lead to low scores for that week and in subsequent weeks.

#### COVID-19 RESOURCES:

Please visit the [UTRGV COVID-19 Website](https://www.utrgv.edu/coronavirus/index.htm) via the following link for the most up-to-date information and resources (<https://www.utrgv.edu/coronavirus/index.htm>). This includes information on self-screening questions, links to forms for travel and contact, etc.

#### Face Covering Protocol:

As part of the university's ongoing COVID-19 mitigation efforts to maintain a healthy environment for all members of our campus community, anyone entering a campus building must wear a face covering that covers the mouth and nose. The covering must be worn in all hallways, public spaces, research labs, teaching/computer labs, libraries, classrooms, automobiles with a passenger, stairwells, elevators and common areas, as well as office spaces. In office spaces, when social distancing of 6 feet is possible and maintained, face coverings may be removed. Face coverings also are required in outdoor settings when safe social distancing and gathering practices are not possible.

## College of Business & Entrepreneurship Learning Goals

MBA College of Business & Entrepreneurship Learning Goals	This course contributes to the following College of Business & Entrepreneurship learning objectives:	Measured
Leadership	✓	<ul style="list-style-type: none"> <li>• Exam covering leadership topic</li> </ul>
Communication	✓	<ul style="list-style-type: none"> <li>• Exam covering communication topic</li> <li>• Discussion on communication topic</li> <li>• Assessment of communication component of all chat/discussions</li> </ul>
Critical analysis and decision making	✓	<ul style="list-style-type: none"> <li>• Case analyses (critical analysis)</li> <li>• Exam covering individual and group decision making topic</li> <li>• Case and reading discussions on decision making topic</li> <li>• </li> </ul>
Global perspectives	✓	<ul style="list-style-type: none"> <li>• Exam covering culture and organizational behavior</li> </ul>
Ethics	✓	<ul style="list-style-type: none"> <li>• Exam covering ethical decision making and authentic leadership</li> </ul>

Our mission is to be the agent of innovation, knowledge discovery, and economic development in South Texas, Northern Mexico, and beyond, by offering a rigorous curriculum informed by experiential learning, high quality research, and community partnerships. Your mastery of these learning goals and objectives help us to achieve this mission.

### DETAILS ON EXAMS AND REQUIRED ACTIVITIES

1. EXAM MECHANICS: Examinations will be based on the textbook material and online presentations. You will NOT be tested on the packet cases or readings, but the information on the reading complements the textbook and will help you. Exams are “closed book.” There will be a time limit. We will implement the respondus lock-down browser to limit access to the internet and allow the use of your web camera to monitor exam takers and guarantee academic integrity. You will be recorded taking the exam. You will need to show your id, and respondus will alert the instructor anytime your gaze deviates from the computer monitor. Students will have a window of at least 24 hours to take their online exams. The window includes time students can contact COLT BB support during their office hours. Taking the exam during business hours is

recommended, but not necessary. Most technical problems with exams can be resolved (e.g., computer freezing or you losing the internet connection and missing the time allocation).

Students will have a *window of at least three days* to take their first and second exams. The window will include time students will be able to contact COLT BB support during their office hours if needed. Taking the exam during business hours is recommended, but not necessary. Most technical problems with exams can be resolved (e.g., the computer freezing or you losing the internet connection and missing the time allocation). The *final exam* (exam 3 - not comprehensive) will be available for at least a *24 hour window* the day set by the UTRGV AOP calendar. There will be more information of the exams when time is due.

Note: Your enrollment in this course requires that you use Respondus Lockdown Browser and Respondus Monitor for online assessment proctoring. LockDown Browser is a custom browser that locks down the testing environment within Blackboard and replaces regular browsers such as Chrome, Firefox, and Safari. Respondus Monitor requires you to have a webcam and microphone as it will record you while taking your assessment. **YOUR ACTIVITIES ARE RECORDED WHILE YOU ARE LOGGED INTO OR TAKING YOUR ASSESSMENT(S). THE RECORDINGS SERVE AS A PROCTOR AND WILL BE REVIEWED AND USED IN AN EFFORT TO MAINTAIN ACADEMIC INTEGRITY.**

You can find more detailed information on [Lockdown Browser and Monitor](#) at [UTRGV.edu/online](https://www.utrgv.edu/online).

2. ONLINE ACTIVITIES/DISCUSSION MECHANICS: We will consider several readings and cases for the online activities and discussions. A variety of assignments will be used and will include (a) discussions. (b) group based discussions and (c) wikis. This variety of assignments will implement individual and group work. My role in discussion forums is that of a facilitator. I will occasionally correct misconceptions and/or redirect conversations. I may also post comments following the completion of discussions with my impressions and conclusions.

Due Dates: Please refer to the schedule to see when online activities are due.

All assignments are due Mondays before midnight (11:59 PM).

Work will be graded *individually* (group activities, such as wikis, will get individual grades based on individual contribution to a group's final product).

*Grading of Entries:* The quality of the discussions depends on what students contribute to them in terms of reading, preparation, and writing. I expect this contribution to be of the highest caliber for students to learn from one another by using their knowledge and experience for the benefit of everyone involved. In terms of quantity, the typical entry for a post is about 1000 words. We can use this as a rough guide, but some deviations are natural. Actual size limits may be imposed if deemed necessary in order to have some order and avoid posts that are too short (or long). More importantly, we must think about the quality of the post. The following rubric should be helpful to think about the quality and will be used as a grading format.

It is a good idea to *insert lines and spaces in your posts*, or even use *bold/italics/color/bullet points/numbers* if you want to *emphasize your own points* to the instructor and to each other. The current version of BB may erase spaces if you copy and paste from word, depending on your

browser, but these can be inserted after the paste – it is a good idea to write and *save your work in MS WORD*, then *cut and paste it*, then insert any formatting right in BB.

Posting Entries: Post entries directly in the assigned area within each module (see the “click me” sign in module 1). *Do not attach word documents* (so students and instructor avoid having to download each specific entry).

Group Collaboration Mechanics: Students will be assigned to a small group. In this manner, they will be required to engage in collaboration activities in the BB environment, including discussion and wikis. Individual grades will be assigned. Wikis may receive group feedback, but individual contribution will be assessed and graded.

## Grading Rubric for All Online Activities and Entries

Elements in order of importance	D-F	C-B	A
Content	Response attempts to answers the major questions, but has some digression. At the end, the questions are not answered in their entirety. There are some arguments supported by the text, but they are too limited.	Response answers the assignment question with only minor digressions. There is appropriate and sufficient use of the text, paired with some support from experience. Paper shows that the student read and understood, but may not be able to apply the readings to their full extent.	Successfully analyzes the case/reading and answers all or almost all of the questions. It integrates insights from the text and individual experience. Conceptual and experiential support is offered and makes sense.
Analysis & Critical Thinking	Response exhibits limited higher-order critical thinking and analysis. The entry shows limited understanding of the material.	Response generally exhibits higher-order critical thinking and analysis. The entry shows some original thought, but mostly copies or repeats arguments without sound personal arguments ( <i>a very good summary of the reading</i> )	Response exhibits strong higher-order critical thinking and analysis/synthesis. Entry shows original thought that uses and goes beyond the text/case.
Structure	Generally unclear. Often wanders or jumps around. Repetitive. There are few or weak transitions, and each paragraph may not support a major point. Lacks an introduction and/or ends abruptly.	Generally clear and appropriate, though occasionally wanders into unrelated points. The introduction and conclusion only summarize the major points of the case/entry and may seem repetitive. May have a few unclear transitions, or a few paragraphs without excellent flow.	Evident, understandable, structure. A solid introduction that presents the issue and piques the reader interest, and a strong conclusion that integrates the entry and also leaves the reader wanting to know more. Excellent transitions from point to point.
<i>Mechanics</i>	Mechanics and format errors. Problems with grammar. The entry is ambiguous and is affected in readability.	Minor errors. Demonstrates strong understanding of accepted rules of grammar, punctuation, manuscript formatting. It is readable.	Virtually free of errors in grammar, spelling, and punctuation.



## **COURSE AND UNIVERSITY POLICIES**

**MISSED DEADLINES AND LATE WORK:** It is recommended that students complete work with ample time before the work is due. Unless there is a University-approved excuse with documentation. Penalties for not doing so will include:

- 20% reduction of the grade if the post(s) are made within the first 72 hours.
- 40% reduction for missing a deadline more than 72 hours but within two weeks.

Work that is due more than two weeks may not be accepted.

**EMAIL COMMUNICATION POLICY:** University policy requires all electronic communication between the University and students be conducted through the official University supplied systems or Blackboard for course specific correspondence. It is the only way we can verify that the emails come from the person taking the class. Therefore, please use your UTRGV assigned email or Blackboard account for all correspondence with UTRGV faculty and staff. Do note that it is easy to link/forward University emails to any other email account, but this is your responsibility. Please note your class number in all email correspondence.

**ACADEMIC INTEGRITY:** Members of the UTRGV community uphold the [Vaquero Honor Code](#)'s shared values of honesty, integrity and mutual respect in our interactions and relationships. In this regard, academic integrity is fundamental in our actions, as any act of dishonesty conflicts as much with academic achievement as with the values of honesty and integrity. Violations of academic integrity include, but are not limited to: cheating, plagiarism (including self-plagiarism), and collusion; submission for credit of any work or materials that are attributable in whole or in part to another person; taking an examination for another person; any act designed to give unfair advantage to a student; or the attempt to commit such acts (Board of Regents Rules and Regulations, STU 02-100, and UTRGV Academic Integrity Guidelines). All violations of Academic Integrity will be reported to Student Rights and Responsibilities through [Vaqueros Report It](#).

**Applying academic honesty in online discussions:** Some of the discussions will be open and you may be able to see what other people have written before your initial post. You are required to present your own thoughts, opinions, and ideas in your initial post and to comment on other people's thoughts, opinions, and ideas in any subsequent posts. The BB environment makes it tough to limit visibility of discussion posts. So, you may be able to read other people's work to comment on it. Please see the note on academic dishonesty below. If you think or feel one of your classmates has copied your work or someone else's, please report it to the instructor. Entries can and will be checked and paired to the book and to one another for plagiarism using Plagiarism Software. You are encouraged to collaborate and discuss the readings with each other at any time. However, you should do your own work for the posting! If commenting or using someone else's point, acknowledge their contribution and yours (e.g. Student X said Y, my opinion on this point is Z). Problems with plagiarism will be dealt according to University rules and students engaging in plagiarism are likely to receive penalties ranging from an F in the assignment, the course, to expulsion from the University.

**STUDENTS WITH DISABILITIES:** Students with a documented disability (physical, psychological, learning, or other disability which affects academic performance) who would like to receive reasonable academic accommodations should contact Student Accessibility Services (SAS) for additional information. In order for accommodation requests to be considered for approval, the student must apply using the *mySAS* portal located at [www.utrgv.edu/mySAS](http://www.utrgv.edu/mySAS) and is responsible for providing sufficient documentation of the disability to SAS. Students are required to participate in an interactive discussion, or an intake appointment, with SAS staff. Accommodations may be requested at any time but are not retroactive, meaning they are valid once approved by SAS. Please contact SAS early in the semester/module for guidance. Students who experience a broken bone, severe injury, or undergo surgery may also be eligible for temporary accommodations.

### Pregnancy, Pregnancy-related, and Parenting Accommodations

Title IX of the Education Amendments of 1972 prohibits sex discrimination, which includes discrimination based on pregnancy, marital status, or parental status. Students seeking accommodations related to pregnancy, pregnancy-related condition, or parenting (reasonably immediate postpartum period) are encouraged to apply to Student Accessibility Services using the following link: [Pregnancy Accommodations Request Form https://www.utrgv.edu/pregnancy](https://www.utrgv.edu/pregnancy)

### Student Accessibility Services:

Brownsville Campus: Student Accessibility Services is located in 1.107 in the Music and Learning Center building (BMSLC) and can be contacted by phone at (956) 882-7374 or via email at [ability@utrgv.edu](mailto:ability@utrgv.edu).

Edinburg Campus: Student Accessibility Services is located in 108 University Center (EUCTR) and can be contacted by phone at (956) 665-7005 or via email at [ability@utrgv.edu](mailto:ability@utrgv.edu).

### MANDATORY COURSE EVALUATION PERIOD:

Students are required to complete an ONLINE evaluation of this course, accessed through your UTRGV account (<http://my.utrgv.edu>); you will be contacted through email with further instructions. Students who complete their evaluations will have priority access to their grades. Online evaluations will be available on or about:

Module 1	October 7-13, 2020
Module 2	December 2-8, 2020
Full Fall Semester	November 13 – December 2, 2020

**SEXUAL MISCONDUCT and MANDATORY REPORTING:** In accordance with UT System regulations, your instructor is a “Responsible Employee” for reporting purposes under Title IX regulations and so must report to the Office of Institutional Equity & Diversity ([OIED@utrgv.edu](mailto:OIED@utrgv.edu)) any instance, occurring during a student’s time in college, of sexual misconduct, which includes sexual assault, stalking, dating violence, domestic violence, and sexual harassment, about which she/he becomes aware during this course through writing, discussion, or personal disclosure. More information can be found at [www.utrgv.edu/equity](http://www.utrgv.edu/equity), including confidential resources available on campus. The faculty and staff of UTRGV actively strive to provide a learning, working, and living environment that promotes personal integrity,

civility, and mutual respect that is free from sexual misconduct, discrimination, and all forms of violence. If students, faculty, or staff would like confidential assistance, or have questions, they can contact OVAVP (Office for Victim Advocacy & Violence Prevention) at (956) 665-8287, (956) 882-8282, or [OVAVP@utrgv.edu](mailto:OVAVP@utrgv.edu).

**COURSE DROPS:** According to UTRGV policy, students may drop any class without penalty earning a grade of DR (drop) until the official drop date. Following that date, students must be assigned a letter grade and can no longer drop the class. Students considering dropping the class should be aware of the “3-peat rule” and the “6-drop” rule so they can recognize how dropped classes may affect their academic success. The 6-drop rule refers to Texas law that dictates that undergraduate students may not drop more than six courses during their undergraduate career. Courses dropped at other Texas public higher education institutions will count toward the six-course drop limit. The 3-peat rule refers to additional fees charged to students who take the same class for the third time.

**STUDENT SERVICES:** Students who demonstrate financial need have a variety of options when it comes to paying for college costs, such as scholarships, grants, loans and work-study. Students should visit the Student Services Center (U Central) for additional information. U Central is located in BMAIN 1.100 (Brownsville) or ESSBL 1.145 (Edinburg) or can be reached by email ([ucentral@utrgv.edu](mailto:ucentral@utrgv.edu)) or telephone: (888) 882-4026. In addition to financial aid, U Central can assist students with registration and admissions.

Students seeking academic help in their studies can use university resources in addition to an instructor’s office hours. University Resources include the Advising Center, Career Center, Counseling Center, Learning Center, and Writing Center. The centers provide services such as tutoring, writing help, counseling services, critical thinking, study skills, degree planning, and student employment. In addition, services such as the Food Pantry are also provided. Locations are listed below.

Center Name	Brownsville Campus	Edinburg Campus
Advising Center <a href="mailto:AcademicAdvising@utrgv.edu">AcademicAdvising@utrgv.edu</a>	BMAIN 1.400 (956) 665-7120	ESWKH 101A (956) 665-7120
Career Center <a href="mailto:CareerCenter@utrgv.edu">CareerCenter@utrgv.edu</a>	BINAB 1.105 (956) 882-5627	ESSBL 2.101 (956) 665-2243
Counseling Center <a href="mailto:Counseling@utrgv.edu">Counseling@utrgv.edu</a>  <a href="#">Counseling and Related Services List</a>	BSTUN 2.10 (956) 882-3897	EUCTR 109 (956) 665-2574
Food Pantry <a href="mailto:FoodPantry@utrgv.edu">FoodPantry@utrgv.edu</a>	BCAVL 101 & 102 (956) 882-7126	EUCTR 114 (956) 665-3663
Learning Center <a href="mailto:LearningCenter@utrgv.edu">LearningCenter@utrgv.edu</a>	BMSLC 2.118 (956) 882-8208	ELCTR 100 (956) 665-2585
Writing Center <a href="mailto:WC@utrgv.edu">WC@utrgv.edu</a>	BUBLB 3.206 (956) 882-7065	ESTAC 3.119 (956) 665-2538

## COURSE SCHEDULE (Subject to Change)

Module Starts	End: work is due	Topic	Robbins & Judge Textbook	HBR Readings/HBS Cases & Assignments:
1	Wed 8/26 Mon 9/31	Introduction Diversity	Ch. 1 & 2	1. HBR Reading: Creating the best workplace on earth. Goffee & Jones. Harvard Business Review. May 2013, 91(5): 90-106
2	Wed 9/2 Mon 9/7	Attitudes & Job Satisfaction Emotions & Moods Work Stress	Ch. 3, 4 & 17 (stress section only)	2. HBR Reading: What makes a leader? (Emotional intelligence). <i>Goleman</i> . January 2004: 1-11. <b><i>Exam 1 – ch. 1-4, 17 (stress only)</i></b> <b><i>Window (Sunday 5/10 – Tuesday 5/12)</i></b>
3	Wed 9/9 Mon 9/14	Personality & Values Perception & Individual Decision Making	Ch. 5&6	3. HBR Reading: Managing oneself. Drucker. (1999) 83(1), 100-109. (also reprinted 2005)
4	Wed 9/16 Mon 9/21	Motivation Concepts and applications	Ch. 7 & 8	5. HBR Reading. How Pixar fosters collective creativity. <i>Ed Catmull</i> . September 2008 86(9): 64-72. <b><i>Exam 2 – ch. 5-8</i></b> <b><i>Window (Sunday 5/24 – Tuesday 5/26)</i></b>
5	Wed 9/23 Mon 9/28	Communication Negotiations and Conflict	Ch. 11 & 14	5. HBR Reading: Harnessing the science of persuasion. 79(9), 72-81. <i>Cialdini</i> .
6	Wed 9/30 Mon 9/5	Leadership Power and Politics	Ch. 12 & 13	6. HBR Reading: What leaders really do. November 1997 (and December 2001). <i>John Kotter</i> .
7	Wed 10/7 Mon 10/12	Group Behavior and Work Teams	Ch. 9 and 10	7. HBS case: HBS case: Mount Everest 1996
<b><i>Final Exam 3 (ch. 9-14).</i></b> <b><i>Window (Wednesday October 14<sup>th</sup>, 24 hour window)</i></b>				