MGMT 313: Organizational Behavior

Fall 2021

Instructor: Dr. Vias Nicolaides, Ph.D.  Class Time: 14:00-16:40pm
Office: G669  Class Days: Wednesday
Class Location: TBA
E-Mail: vnicolai@gmu.edu
Office Hours: Friday 15:00-16:00 or by appointment

Course Description: This course builds on the fundamental theories and concepts introduced in MGMT 301 which focused on the managerial functions and activities such as planning, organizing, controlling, and leading. MGMT 313 will expand management knowledge through a defined focus on organizational behavior. Organizational behavior (OB) is a field of study aimed at predicting, explaining, understanding and changing human behavior as it is reflected in organizations. The science of organizational behavior is interdisciplinary in nature and draws from the fields of psychology, sociology, social psychology, and group dynamics. This course will explore the dynamics between the individual and the organization through this behavioral science lens.

This course has been approved by the Faculty Senate Writing Across the Curriculum Committee to fulfill the Writing Intensive requirement in the Management major. This requires that each student writes a minimum of 3500 words over the course of the semester. In turn, this requirement will be met through completing class assignments and projects throughout the semester.

Format: The format for this course will involve weekly lectures, interactive classroom discussion, and application of theory through case study and/or in-class exercises. Given the COVID-19 pandemic, this course may at times feature an online class format.
Undergraduate program learning goals (those in bold will be addressed in this class):

1. Our students will be competent in their discipline.
2. Our students will be aware of the uses of technology in business.
3. Our students will be effective communicators.
4. Our students will have an interdisciplinary perspective.
5. Our students will be knowledgeable about global business and trade.
6. Our students will recognize the importance of ethical decisions.
7. Our students will be knowledgeable about the legal environment of business.
8. Our students will be knowledgeable about team dynamics and the characteristics of effective teams.
9. Our students will understand the value of diversity and the importance of managing diversity in the context of business.
10. Our students will be critical thinkers.

Course Learning Objectives:
1. Describe organizational behavior concepts and their interrelationships.
2. Integrate knowledge of individual, group, organizational, and global factors that affect the management of organizations.
3. Adapt organizational theory and research to diagnose and solve specific real-world problems.
4. Understand how to work collaboratively with others on the interdependent tasks.
5. Develop critical writing skills through the Writing Intensive (WI) model format of the course assignments.

Recommended Texts:

Articles: Other readings will be provided during the semester either via link through Blackboard or via the online database at GMU Library.

Assessments & Grades (Tentative)

You can earn up to 595 points for this course. Your grade will be determined by the points that you earn. Due to COVID-19, and depending how long we will have a face-to-face Vs. Online format, some of the below assessments may change. Points may be earned as follows:

- Two Exams: 300 points (100 points each; out of three exams)
- Mini-Case Assignments: 95 points
- Team Training Presentation: 100 points
- Essays (must reach 3500 words): 100 points

**POINTS TO BE EARNED**  595 points
Your final grade for the course will depend on the total points you earn by the end of the term. Your total points (out of 595) will be converted to 1000 points and the below guidelines will be followed for assigning grades:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>970 and above</td>
<td>A+</td>
<td>4.0</td>
</tr>
<tr>
<td>940 – 969 points</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>900 – 939 points</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>870 – 899 points</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>840 – 869 points</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>800 – 839 points</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>770 – 799 points</td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>730 – 769 points</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>700 – 729 points</td>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>600 – 699 points</td>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>Below 600 points</td>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

**Online Exams:** There will be 2 exams administered throughout the semester. Exam material will include concepts covered in class (lecture, discussion, and activities).

**Mini-Case Assignments:** Throughout the semester you will read mini-cases that relate to the topics we discuss in class and then answer multiple choice questions.

**Team Training Presentation:** Teams of 3-4 students will be formed based on a random draw. Next, you and your team members will “team train” the class regarding an OB management topic of your choice. You should think of this as a “training” the class presentation. In addition, your team must also bring at least one (or two) outside resources of material to the training session (e.g. a training exercise, additional research that adds to the material, relevant articles or case studies providing examples, etc.).

Many methods can be used to train people, and this is your opportunity to gain experience in training in a low stakes situation. You may choose any method you deem appropriate to conduct your training (generally training sessions combine a variety of the following: power point presentation, handouts, exercises, role-plays, games, etc.).

Depending on COVID-19 restrictions, you might need to conduct the training online and will know more about this in early April. Given that the presentations will take place during the last 2 weeks of class, you will have enough time to prepare. All group members must participate in the team training presentation in some way. You will be allotted 30-45 minutes of class time to conduct your training. Your topic must be approved in advance by the professor and by October 15th.

You will be evaluated based on the following primary criteria:
- **Effectiveness (25 points)** - your method of presentation should be effective in conveying your topic to the class. If at the end of your exercise, the class is still confused regarding the subjects of your exercise, it reflects upon the effectiveness of your presentation. Though these exercises should be fun, not taking them seriously could impair effectiveness.

- **Creativity (25 points)** - any number of methods can be used to conduct your exercise. Your point could likely be conveyed by lecturing to the audience with each group member relating a different aspect of your topic (lacking ingenuity). Other means of conducting your exercise include case analysis, role-playing, experimentation, a video activity, "game-show playing", or some unique form of audience participation. The idea is to make the material you are trying to teach the class fun to learn about.

- **Content (25 points)** – The material presented meets the project objectives as described above. It is relevant to OB and the topic chosen, quality research has been done to substantiate the materials presented and team delivers new learning to the class.

- **Quality (25 points)** - Team is obviously prepared to make a coordinated presentation; obvious attention given to “flow” of presentation; appropriate use of language and professional tone; summary points are prepared in order to present material most effectively; team members respond effectively to class discussion points and questions.

Finally, your individual grade on the team presentation will be calculated based on your team grade. To help mitigate issues of social loading or “free-riding,” students will have the opportunity to provide the instructor with peer evaluations of overall team member performance at the end of the quarter. These peer evaluations will be confidential (seen only by the instructor) and MAY be utilized to adjust your individual grade (positively or negatively). Peer evaluation forms will be provided and will ask you to assess each team member on areas such as:

- **Participation in team events**: did the team member participate in most, if not all, of the assigned team assignments?
- **Fair workload**: did the team member take on his/her share of the overall workload?
- **Quality of work**: was the quality of the team member’s work high, adequate, or inadequate (required re-working by another team member). Evaluate written work and presentation skills.
- **Team interaction skills**: did the team member interact effectively with other members of the team? Did the member handle conflicts constructively? Did the member communicate often with other team members?

**Essays**: As mentioned, this course has been approved by the Faculty Senate Writing Across the Curriculum Committee to fulfill the Writing Intensive requirement in the Management major. This requires that each student writes a minimum of 3500 words over the course of the semester. In turn, this requirement will be met through writing essays on a variety of OB topics. You will be graded on the quality of your responses and your English writing performance.

**Technology Expectations:**
Please turn OFF or silence (i.e., no vibrate either) ALL cell phones before entering the classroom. Do NOT text or have your phone in front of you during class. If students use laptops, they should be for course-related purposes only (i.e., Facebook can wait until after class). Violation of this policy WILL impact participation grades.

**Attendance:**
Students are expected to attend the class periods of the courses for which they are registered. Attendance at each class will be recorded. Students who miss an exam may be penalized according to the individual instructor’s grading policy, as stated in the course syllabus.

**Participation:**
In-class participation is important not only to the individual student, but also to the class as a whole. Class participation is a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation.

**Absence for Religious Observances or Participation in University Activities:**
Mason encourages its faculty to make a reasonable effort to allow students to observe their religious holidays or to participate in university-sponsored activities (e.g., intercollegiate athletics, forensics team, dance company, etc.) without academic penalty. Absence from classes or exams for these reasons does not relieve students from responsibility for any part of the course work required during the absence. Students who miss classes, exams, or other assignments as a consequence of their religious observance or for participation in a university activity will be provided a reasonable alternative opportunity, consistent with class attendance policies stated in the syllabus, to make up the missed work. It is the obligation of students to provide faculty, within the first two weeks of the semester, with the dates of major religious holidays on which they will be absent, and the dates for which they are requesting an excused absence for participation in any university-sponsored activity scheduled prior to the start of the semester, and as soon as possible otherwise. Students requesting an excused absence for participation in a university-sponsored activity must provide their instructor with a letter from a university official stating the dates and times that participation in the activity would result in the student missing class. Faculty members are encouraged to take religious observances into consideration when constructing class schedules and syllabi.

**Absence from Final Exam:**
Absences from final exams will not be excused by the instructor except for sickness on the day of the exam. Other causes must be approved by the student’s academic dean or director. The effect of an unexcused absence from an undergraduate final exam shall be determined by the weighted value of the exam as stated in the course syllabus provided by the instructor. If absence from a graduate final exam is unexcused, the grade for the course is entered as F. See the Additional Grade Notations in the AP.3 Grading section for information on being absent with permission.

**Important Dates:**
Last Day to Add Classes: August 30th, 2021
Last Day to Drop Classes: September 13th, 2021

**Academic Resource Center:** The Academic Resource Center, GMUK is in the business of looking at your papers and problems to improve your academic achievement in the area of Writing, Mathematics, Accounting, Statistics, and Economics. You are invited to utilize the faculty and student tutor services at a variety of stages in your academic activities, checking to see that your project specifically meets the directions specified by your instructor. While tutors are helping you in your writing or projects, they do help you become conscious of particular error patterns that emerge in your work.

For more information, please contact Professor Eunmee Lee, director of the Academic Resource Center ([elee45@gmu.edu](mailto:elee45@gmu.edu), office #638).

**Honor Code:**

All Papers, Exams, or Submitted material must include the words Honor Code: ____________ with your signature. This should be on the front page of all submitted assignments.

**George Mason Honor Code:**
To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the University Community have set forth this:

Student members of the George Mason University community pledge not to *cheat*, *plagiarize*, *steal*, and/or *lie* in matters related to academic work.

**Plagiarism:**
Below are some definitions of Plagiarism. However, please know that the definitions are also interpreted by the professor(s), meaning that this list is not exhaustive.

- Cutting and pasting from other sources
- Improper and/or lack of proper citations
- Using someone’s ideas, thoughts and/or words without citing
- Using poor paraphrasing
- Submitting someone else’s work as your own
- Copying word for word without citing
- Submitting the wrong document

**Cheating:**
Below are some definitions of Cheating. However, please know that the definitions are also interpreted by the professor(s), meaning that this list is not exhaustive.
• Using or possessing any unauthorized material/assistance in any academic work
• Submitting a paper submitted for another class
• Using cell phones, calculators, notes during an exam
• Obtaining help or information from a friend/classmate without permission
• Accessing sources/information during an on-line exam/quiz
• Giving help or information/work to a friend/classmate
• Signing in for another classmate or friend
• Purchasing or attempting to purchase an essay/assignment/code/answers
• Using your previous course work and/or old exams
• Sharing work even after the semester is over

COVID 19 Considerations: In the interest of everyone’s safety, students and faculty must follow these guidelines during the Fall 2021 semester if and when classes take place at the MK building.

1. Use the basement entrance to enter and exit Mason’s building. Your temperature will be screened each time you enter the building. Allow additional time before class to complete the entrance screening procedure. Carry your student ID card with you at all times and be ready to show it when you enter and exit the building. Do not prop doors or let others enter the building through doors on the ground floor.

2. Wear a face mask at all times. Remain 6 feet apart from others. Clean your seat and desk space with disinfectant wipes before you begin class. Use hand sanitizer regularly, and avoid shaking hands or other forms of physical contact. Do not share pens, pencils or other personal items. Limit your use of the elevators, and use stairs to travel between floors of the building. Students are expected to purchase their own masks for personal use. Disinfectant wipes and hand sanitizer will be available in each classroom.

3. Classrooms are marked to indicate appropriate seating to allow for social distancing. Only sit in allowable seats, and maintain current set-up of classroom furniture. If you are asked to re-arrange classroom furniture by your professor for in-class exercises, return furniture to its original position when you are finished.

4. Observe these rules at all times during the class period and while in Mason’s building or other public areas of the campus. This includes during class breaks, in small group work (in or out of class), meetings with your professors during office hours, tutoring sessions at the Academic Resource Center, socializing in common areas, or any other activities on campus.

5. Make sure windows and doors remain open during the class period to promote circulation of outside air. Classrooms without windows have mechanical systems that vent air, but doors should be kept open at all times.

6. The safest option for studying is to study alone in your dorm room or at home. If you must study in the building, alone or in groups, observe these rules at all times.

7. All faculty and students must abide by these rules in the classroom. If you see others who are not observing the rules outside the classroom, you may report this to your instructor, student affairs or academic affairs.

8. Do not enter the Mason building or come to class if you have symptoms such as fever, chills, sore throat, persistent cough, shortness of breath or other respiratory difficulties. If you must miss class for this reason, send an email immediately to the professor prior to
the beginning of class. You will not be penalized for missing class for this reason, but you may be asked to provide documentation that you sought medical diagnosis or treatment. You are responsible for making up any missed assignments or tests as a result of your absence.

9. Students who come to class with visible signs of illness will be asked to leave the classroom immediately and seek assistance from the IGC Health Clinic. Faculty will report your name and symptoms to the Office of Student Affairs (mksa@gmu.edu) to confirm that you have sought medical assistance.

10. Failure to comply with any of these guidelines may result in disciplinary action through the Student Code of Conduct.

Tentative Schedule & Topics

| Date   | Topic                                                   |
|--------|-------------|--------------------------------------------------------|
| 25/8   | Syllabus overview; Intro to OB                         |
| 1/9    | Attitudes and Job Satisfaction                          |
| 8/9    | Perception, Attribution, and Learning                  |
| 15/9   | Exam 1                                                 |
| 22/9   | Employee Motivation                                    |
| 29/9   | No Class – Harvest Moon Festival                       |
| 6/10   | Performance Management                                 |
| 13/10  | Leadership                                             |
| 20/10  | Exam 2                                                 |
| 27/10  | Groups & Teams                                         |
| 3/11   | Teamwork and Performance                               |
| 10/11  | Psychometrics and Management                           |
| 17/11  | Exam 3                                                 |
| 24/11  | Being an Influential and Persuasive Leader             |
| 1/12   | Training Presentations                                 |
| TBA    | Final Exam                                             |