

MBAD-6161-U90--Human Behavior in Organizations

Instructor:	George C. Banks	Telephone: (704) 687-8412
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Office Hours:	By appointment	Class meetings: M 5:30-8:15pm
Class location:	Center City Building, Room 1001	

To respect your time and to accommodate your schedule I will try to return your email messages during the semester generally within 24 hours.

Please check UNCC Canvas for regular updates.

Required materials:

1. Robbins, Stephen P. & Judge, Timothy A. *Essentials of Organizational Behavior, 11th edition*. Upper Saddle River, NJ: Prentice Hall.
2. RBSE can be purchased here:
<https://www.bus.umich.edu/Positive/Ecommerce/ecommerform.asp?ProductID=108>

Course Description

From the UNCC Catalog: “Behavioral knowledge and skills essential to becoming an effective manager/leader including behavior and motivation in an environment of complexity and rapid change and ethical implications of actions and their effects on demographically diverse and increasingly international work force”

Course Objectives

The major objective of this course is to improve your effectiveness as a manager by providing you with a foundation of knowledge in topics including motivation, leadership, personality, and managing teams and to develop your ability to apply this knowledge to the solution of managerial problems. This course thus blends readings grounded in solid theory and research, class discussions focusing on real-world cases, examples from the popular business press, and exercises focusing on specific skills. An evidence-based approach to understanding and improving workplace health, well-being, and effectiveness, from an organizational behavior perspective, is emphasized.

Grading, Evaluation and Assignments

Quizzes	100
Comprehensive Final Exam:	50
Participation assignments:	100
RBSE exercise	50
	300 total possible points

Letter grades for the course will be assigned according to the standard formula: A = 100-90%, B=89-80%, C=79-70%, U = below 70%.

Quizzes

Quiz material will be drawn from assigned readings. They can be short-answer/multiple choice type questions. We will have 4 quizzes on the dates noted in the schedule.

Make-up quizzes will only be conducted for students under extraordinary circumstances (e.g., medical emergencies). All decisions regarding make-ups and exceptions, including what constitutes an 'extraordinary circumstance', fall completely under the discretion of the professor.

Comprehensive Final Exam

Material will be drawn from assigned readings. They can be short-answer/multiple choice type questions.

Reflected Best Self Exercise

Will be fully discussed in class. The final deliverable here is a 10-page paper.

Key evaluation criteria

- Quality
- Thoroughness
- Writing
- Clarity of thought
- Integration of best-self stories

Students often want to know "What's an A, What's a B., etc.". Although the criteria below are somewhat generic, this will give you a good idea of what I'm looking for when I assign an A, B, etc.

A/A+ Excellent work. Significantly exceeds assignment requirements; far above the norm for the class. Unique, insightful analysis is offered, shows strong critical thinking, integrates themes well. Writing nearly flawless. Action plan is insightful and practical.

A-/B+ Very good work. Provides insightful analysis and demonstrates critical thinking. Includes action plan.

B Good work. Fulfills requirements of the assignment.

B-/C+ OK work. Incomplete or inconsistent. Writing has some noticeable flaws.

C Minimally acceptable work. Does not fully follow instructions. Significant flaws in organization and writing. Meets minimal requirements for a passing grade.

C- and below. Seriously flawed product. Writing may have significant flaws.

Technical information: Typed, double-spaced, on 8.5 by 11 inch paper with 1 inch margins on all sides. Font should be 12-point Times New Roman.

Any paper submitted after the deadline will be penalized 10% of the grade for each day (24-hour period or fraction thereof) it is late.

Class participation

Students should come to class prepared and ready to discuss the topic at hand. Engage the material, instructor, and other students. You all have had some kind of work/organizational experience, and I strongly encourage you to volunteer comments whenever you see a connection between course material and your own experience. Your willingness to share your experiences makes the course more interesting and enjoyable for everyone.

Students are expected to attend all classes. Students should notify the instructor if they plan to be absent from class so as to make-up any missed assignments. In-class assignments will be given periodically. In the event that a student misses class, they will have seven day to make-up any missed assignments or a zero will be assigned for the grade.

Students' responses to each question in-class assignment will be scored on a scale of 1-10 based on the following considerations derived from Bloom's Taxonomy of Learning:

The student answered the question thoroughly and provided sufficient detail. The student's answer suggests that the student not only (1) remembers knowledge (i.e., remembers previously learned information) and (2) understands the material (i.e., demonstrates an understanding of the facts), but is able to (3) apply it (apply knowledge to actual situations), (4) analyze it (i.e., break down objects or ideas into simpler parts and find evidence to support generalizations), (5) synthesize it (i.e., compile component ideas into a new whole or propose alternative solutions), and (6) evaluate it (i.e., make and defend judgments based on internal evidence or external criteria) as is appropriate for the prompt.

Electronic devices in class

Try to remember to turn your cell phone on silent (or turn it off) before coming to class. Unless it is an emergency, please do not answer calls either in class or by stepping out into the hall. Do not send text messages during class. Also, please do not use your laptops during class for anything

other than note taking. Students who use their laptops for other purposes will be asked to put their laptop away.

Expectations

The course policies described above require that you take responsibility for your own performance. I expect you to be professional, to stay informed about the progress of this class, and to complete assignments in a timely fashion. My commitment is to provide you with a useful experience and to give each student a fair opportunity to perform well in this course. If at any time you have concerns about your progress in this course, please see me. You are expected to read the book. I suggest that you read the assigned chapters multiple times. All lecture notes will be posted on Canvas. I suggest that you bring them to class.

University Center for Academic Excellence: At, http://ucae.uncc.edu/ucae/ucae_aboutus.html, or the 3rd floor of the Fretwell building, you will find, “The UCAE consists of six units working in conjunction to attain a singular objective - to provide services, programs, materials, and academic support for students in order to satisfy, retain, and graduate them. Our units are: Tutorial Services, Supplemental Instruction, Building Educational Strengths & Talents (B.E.S.T.), Structured Study Groups, The Learning Lab, Students Obtaining Success (S.O.S.)”

UNC Charlotte Writing Resource Center: At, <http://wrc.uncc.edu/>, or at Fretwell 220 and Atkins Library 109 you will find, “**Mission:** Based on the view that knowledge is fundamentally social, the WRC fosters an environment of active, collaborative learning outside the classroom. The WRC provides one-to-one writing instruction to students, faculty, and staff from first-year to graduate in any discipline. Our goal is not to fix papers, but to develop better writers.”

Counseling Center at UNC Charlotte: At, <http://www.counselingcenter.uncc.edu/>, or at 158 Atkins Building, the Counseling Center, “supports the academic, personal, and interpersonal development of UNC Charlotte students by providing short-term individual and group counseling, psychological assessment, consultation for faculty, staff, parents, and students, and educational programs to the campus community.” And they “assist students with concerns of a personal nature by helping them develop better coping strategies, resolve conflicts and handle crisis situations. Typical concerns are depression, anxiety and stress, relationship issues, identity development, substance use problems, eating and body image issues.”

J. Murrey Atkins Library. Business Librarian: Mrs. Nicole Spoor E-mail: dspoor1@uncc.edu
Phone: 704-687-1163 Office: Atkins 138 E

Office of Disability Services. The Office of Disability Services (DS) is responsible for ensuring access to academic programs and campus facilities for individuals with disabilities. Registration with DS is required for students who wish to receive accommodations. Registration is simple. Learn more about utilizing the support of the Office of Disability Services at: The Office of Disability Services is part of Academic Services. Academic Services at UNC Charlotte enriches the academic community by offering a broad range of initiatives promoting student success,

ensuring access, and enhancing the educational experience of all students.

Students or visitors to campus who need accommodations for a public campus event should contact the Office of Disability Services.

<http://ds.uncc.edu/> .

If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services in the beginning of the semester. For more information regarding accommodations, please contact the Office of Disability Services at 704-687-4355 or stop by their office in 230 Fretwell.

Veteran Student Services Office. The mission of the Veteran Student Services Office is the successful transition and retention of veteran students through outreach and advocacy. The Veteran Student Services Office strives to be a one-stop-shop for students utilizing Veterans Affairs benefits and any student with prior US Military service. The combining of the tactical responsibilities of the VA certification process with the strategic initiatives related to academic and individual support, advances UNC Charlotte's historical, and present-day, commitment to our military veterans. UNC Charlotte veterans are served by the Veterans Student Services Office (VSSO) in Barnard 103. The VSSO is part of the Dean of Students Office and joins the Veterans Affairs certification process and the outreach and advocacy functions conducted by the Dean of Students Office. Across the hall from Veteran Student Services is the Veterans Lounge in Barnard 108. <http://unccdsync.com/org/veteranstudentservices>

What is NinerCare? <https://ninercare.uncc.edu/>

NinerCare is a network designed to bring together information in order to identify students who have demonstrated behavior of concern to members of the UNC Charlotte community. This network also allows UNC Charlotte staff and faculty to investigate and then determine if an identified student poses a potential threat to self, others, or the UNC Charlotte community. *NinerCare* helps to develop an objective, coordinated action plan to collect information, assist the student and protect the University community.

How Do I Tell Someone?

- If a student exhibits behavior that indicates an IMMEDIATE DANGER to self or others, call 911 or UNC Charlotte Police and Public Safety at 704-687-2200.
- If a student exhibits disturbing behavior or is disruptive, contact the Dean of Students Office at incidentreport.uncc.edu or 704-687-0345.
- If a student is exhibiting behavior that suggests psychological problems and you seek guidance on how to understand or respond to the behavior, contact the Counseling Center at 704-687-0311.

Diversity and inclusion

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

This is a learning environment in which differing opinions are often based on differing experiences, upbringing and beliefs. We can learn from each other as you prepare to be part of a global workforce; take advantage now in the classroom on in your campus experience to see all sides of an issue, meet all types of people, even if it means you must move out of your comfort zone to do so. Sometimes the best way to do this is to listen rather than speak, open your mind, observe, and consider all that you can absorb.

Academic Integrity

Students are responsible to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty.

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work of another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging sources is when the ideas, information, etc., are common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type; and grades in this course will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNCC. The normal

penalty for a first offense is zero credit on the work involving dishonesty and further reduction of the course grade. In almost all cases, the course grade is reduced to F.

UNC Charlotte's Religious Accommodation Policy will be respected and adhered to: "UNC

Charlotte must authorize a minimum of two excused absences each academic year for religious observances required by the faith of a student. UNC Charlotte must provide students the opportunity to make up any tests or other work missed due to an excused absence for a religious observance. A "Request for Religious Observances" form that must be filled out by a requesting student and submitted to the instructor for approval prior to the census date for that semester. Please refer to: <http://legal.uncc.edu/policies/ps-134.html>."

Weather

Weather: POLICY STATEMENT #13: CAMPUS OPERATION IN ADVERSE WEATHER ORDURING OTHER UNUSUAL CONDITIONS: The University will operate on its normal schedules unless the Chancellor (or the Vice Chancellor delegate as described herein) publicly announces otherwise. Students, faculty members, and other employees will observe normal schedules unless the University is closed or classes are cancelled by such announcement. When no formal announcement has been made that the University will be closed or classes cancelled, but an individual student, faculty member, or other employee determines that observing the normal schedule would require hazardous travel, and acts on that determination, the following policies shall apply: a. Students may be allowed to make up the absences, at the discretion of the instructor;

The University Police and Public Safety will be notified to activate a recorded message for inquiries regarding the status of campus weather conditions. Telephone number **704/687-2877**; local media sources for closing information is posted on the website cited earlier in this section. *(The entire weather policy and related media sources for information is available at: <http://www.legal.uncc.edu/policies/ps-13.html>)*

Important dates to remember (subject to change):

Date	Topic	Assignment*
Aug. 22	Introduction to OB	Chapter 1
Aug. 29	Attitudes and Job satisfaction	Chapter 3
Sept. 5	University closed-No classes	
Sept. 12	Emotions and Moods; Personality and Values	Chapter 4; Chapter 5
Sept. 19	Motivation Concepts	Chapter 7; Quiz 1: Chapters 1, 3, 4 & 5
Sept. 26	Motivation: From concepts to applications	Chapter 8
Oct. 3	Perception and individual decision making	Chapter 6
Oct. 10	University closed-No classes	
Oct. 17	Understanding work teams	Chapter 10; Quiz 2: Chapter 6, 7, & 8
Oct. 24	Power and Politics	Chapter 13
Oct. 31	Communication	Chapter 11
Oct. 7	Leadership	Chapter 12; Quiz 3: Chapter 10, 11 & 13
Nov. 14	Conflict & Negotiation	Chapter 14
Nov. 21	Org Change & Stress Management	Chapter 17
Nov. 28	Org Culture	Chapter 16
Dec. 5	International Culture	Quiz 4: Chapters 12, 14, 16, & 17; RBSE report due
Dec. 12	Final exam	

* Additional (reading) assignments will be announced in class and/or posted on Canvas.