MANA 3318-003: Organizational Behavior  
Fall 2019

Instructor: Faye K. Cocchiara, Ph.D., SPHR  
Email: faye.cocchiara@uta.edu  
Office Hours: Wed, 10:30 a.m. until 12:30 p.m. and by appointment  
Office Location: COBA Room 216  
Class Day/Time: TuTh, 11:00 a.m. – 12:20 p.m.  
Class Location: COBA Room 239

COURSE DESCRIPTION
The study of Organizational Behavior (OB) aims to help students predict, explain and manage individual and team behavior in the workplace to achieve organizational objectives. The field of OB was built from decades of research in a variety of disciplines, namely psychology, sociology, anthropology, engineering, medicine, and management. As a result, you will be introduced to a broad range of topics at the individual, team, and organizational level of analysis. Some of the topics we will discuss include understanding individual differences and diversity, motivating and leading individuals and teams, rewarding and improving work performance, and coping with the new realities of work life. We will emphasize the application of these OB concepts in actual organizations.

COURSE OBJECTIVES
After completing this course, you should, at a minimum, be able to:

• Apply OB concepts to managerial and workplace situations  
• Critically evaluate ethical dilemmas and justify decisions using ethical decision-making models  
• Determine how organizational behavior concepts affect workplace outcomes for individuals and teams  
• Demonstrate the ability to develop a broad understanding of knowledge concerning organizational behavior and effectively communicate that understanding to others

To accomplish these objectives, we will use the textbook, additional readings, relevant assignments, and video clips. The general class format will consist of lecture and (a lot of) discussion. Your questions, comments, and ideas are important to the learning process, so please don’t hesitate to speak up. I encourage you to bring your work experiences and relevant articles from the business and/or popular press and share them with the class.
REQUIRED TEXT
With Online Access, ISBN 978-1-337-40781-6 (Not Required)

I will provide any supplemental readings in class or on Canvas. I expect you to read the assigned portions of the text and/or additional readings before class meets so that we can use class time to expand upon and apply the concepts.

GRADES
A letter grade of A (90%), B (80%), C (70%), D (60%), or F (<60%) will be earned based on:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Semester Exams (top 2)</td>
<td>50%</td>
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<tr>
<td>Final Exam</td>
<td>15%</td>
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<tr>
<td>Assignments</td>
<td>30%</td>
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<tr>
<td>Attendance and Participation</td>
<td>5%</td>
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Total 100%

EXAMS
There will be three semester exams. I will drop your lowest-scoring semester exam at the end of the semester and will use your top two exam scores to compute your semester exam average. Exams will consist of 50 questions, some Multiple Choice; others, True/False covering readings, videos, and/or assignments. Semester exams will count for 50% of your final grade.

The final exam will be comprehensive. The final exam will count for 15% of your final grade.

ASSIGNMENTS
Assignments will be related to class discussions, films, and material covered during the lectures. They may be individual, small group, in-class, or homework. I will provide assignment details in class and will announce them on Canvas. Unless I state otherwise, all assignments should be submitted via the Canvas course site. If you happen to miss class when an assignment is made, please check Canvas for the details and due date. Assignments are worth 30% of your grade.

ATTENDANCE AND PARTICIPATION
Your success in this class requires that you attend class regularly and actively participate while you are there. I will use quizzes to measure your attendance. These quizzes may be announced or unannounced, so please keep up with the readings and ask questions. Excessive absences will not only negatively affect your final grade; it will lead to decreased learning. If you must miss class, please ask one of your classmates to give you notes and/or update you on what you missed. You may also watch/listen to lectures via Echo360 (if available). Attendance and participation are worth 5% of your final grade.
UNIVERSITY POLICIES AND PROCEDURES

Drop Policy:
Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. Refer to the University Academic Calendar (http://www.uta.edu/uta/acadcal.php?session=20151) for specific dates. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (http://wweb.uta.edu/ses/fao).

Student Support Services: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at http://www.uta.edu/universitycollege/resources/index.php.

Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the **Office for Students with Disabilities (OSD).** Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

**The Office for Students with Disabilities, (OSD)  www.uta.edu/disability** or calling 817-272-3364.

**Counseling and Psychological Services, (CAPS)  www.uta.edu/caps/** or calling 817-272-3671.

Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

**Title IX:** The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit **uta.edu/eos.** For information regarding Title IX, visit www.uta.edu/titleIX.
**Electronic Communication Policy:**
UT Arlington has adopted the University “MavMail” address as the sole official means of communication with students. MavMail is used to remind students of important deadlines, advertise events and activities, and permit the University to conduct official transactions exclusively by electronic means. For example, important information concerning registration, financial aid, payment of bills, and graduation are now sent to students through the MavMail system. All students are assigned a MavMail account. Students are responsible for checking their MavMail regularly. Information about activating and using MavMail is available at http://www.uta.edu/oit/cs/email/mavmail.php. There is no additional charge to students for using this account.

**Suggestions for E-mail correspondence:**
The following are quick tips for writing effective e-mails (These focus on e-mails to your professors, but they provide good information for e-mails with people whom you’ve asked for references, prospective employers, and others outside your close network of friends.)

1. Use appropriate salutations and titles. Begin your message with “Hello Dr. Smith” or “Hi Dr. Smith” but avoid the kinds of casual greetings you would use with friends (e.g., “Hey” “Hi”) or no greeting at all.
2. Identify yourself including the class you’re taking or how you know the professor. Sign the e-mail and include your student ID number (but not your SSN).
3. Avoid text acronyms, period.
4. Beware of your tone. “Please” and “Thank you” are helpful.
5. Make sure there are no errors in spelling, grammar, or word-usage in the e-mail.


**Academic Integrity:**
Academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form at The University of Texas at Arlington. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University.

“Academic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the 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.” (Regents’ Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2., Subdivision 3.22).

Students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence. I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other*
sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

Per UT System Regents’ Rule 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct.

**Student Feedback Survey:** At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit [http://www.uta.edu/sfs](http://www.uta.edu/sfs).

**Final Review Week:** A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabus. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Emergency Exit Procedures:**
Should we experience an emergency event that requires us to vacate the building, students should exit the room and move towards the south exit of the College of Business. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

**ACTIVE THREAT PROCEDURES**
**Stop. Think. Protect Yourself. You Have Choices.**
The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor.

The graphic below provides each member of the UTA community with information and options for responding to an active threat. These options are not chronological but are designed to address dynamic situations. Assess the situation (your location, the location of the threat, type of threat, etc.), identify and weigh your options, develop a plan of action and commit to it.
## Your Options to an Active

**You Have Choices!**

<table>
<thead>
<tr>
<th><strong>AVOID</strong></th>
<th><strong>DENY</strong></th>
<th><strong>DEFEND</strong></th>
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</table>
| • **AVOID** the situation. **Stay away** from the area and campus.  
  • If you can safely leave the area, **RUN**.  
  • Get others to leave the area, if possible.  
  • Prevent others from entering the area. | • Know your exit and escape options.  
  • If in a parking lot, get to your car and leave.  
  • If in an unaffected area, stay where you are.  
  • When you are safe, call UTA PD at 817. 272.3003 or 911 with information you have. | • If you can’t leave the area safely, **DENY** or slow entry to the intruder:  
  • Lock/barricade doors with heavy items.  
  • Turn off lights/projectors/equipment.  
  • Close blinds and block windows.  
  • Stay away from doors and windows.  
  • Silence phones and **remain quiet**. Don’t let your phone give you away.  
  • **HIDE** and take cover to protect yourself.  
  • Be prepared to run or defend yourself. | • As a last resort, **FIGHT for your life**.  
  • Use physical force and any weapons available - fire extinguishers, books, chairs, belts, umbrellas, pens/scissors, hot coffee/drinks, trash cans, etc.  
  • Use the element of surprise.  
  • Work together as a team. Develop a plan. Commit to your actions. Your life depends on it.  
  • Be aggressive, loud, and determined in your actions. |

Follow **ALL** instructions.

For more information, go to: [police.uta.edu/activeshooter](police.uta.edu/activeshooter)

![Police Department](police.uta.edu/em)

Additional information for active threat and other emergency situations can be found through the links below:

- [police.uta.edu/activeshooter](police.uta.edu/activeshooter)
- [police.uta.edu/em](police.uta.edu/em)
ABOUT YOUR INSTRUCTOR

Dr. Cocchiara is Clinical Associate Professor of Management at the University of Texas at Arlington (UTA). She has taught at UTA since January, 2015. Dr. Cocchiara was Associate Professor of Management at Arkansas State University (ASTATE) from August, 2007 until August, 2014, when she returned to Texas to support her spouse’s career move. Prior to entering academe, Dr. Cocchiara worked for more than a decade in a variety of mid-level management positions at Sabre, Inc. As Installation Services Supervisor, she led a staff of 25 help desk and installation services technicians stationed at Sabre headquarters and throughout the central region of the U.S., respectively. As Marketing Manager, she wrote advertising copy and sales promotion materials for eAAsy Sabre, the precursor to Travelocity. As HR Business Partner, she executed executive-level succession planning and diversity management programs. She served as ASTATE’s inaugural chief diversity officer to address the university’s strategic direction for diversity and inclusion. Dr. Cocchiara’s research focuses on fairness in employment selection, performance stereotypes, and sex-based stressors and coping. Her research appears in the Journal of Organizational Behavior, Organizational Behavior and Human Decision Processes, Human Resource Management, and the Academy of Management Learning & Education, among others. She lives in Keller, Texas with her husband, Charlie and her dog, Ralph Emerson.
# MANA 3318.003 – MANAGING ORGANIZATIONAL BEHAVIOR
## Fall 2019

**COURSE SCHEDULE**

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<thead>
<tr>
<th>Week Nbr</th>
<th>Meeting Dates</th>
<th>Readings</th>
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<tr>
<td>1</td>
<td>Aug 22</td>
<td>Introduction to Organizational Behavior</td>
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</table>
| 2        | Aug 27, 29          | **Assigned Reading**  
Chapter 1 – Organizational Behavior and Opportunity  
Chapter 2 – Challenges for Managers |
| 3        | Sep 3, 5            | **Assigned Reading**  
Chapter 3 – Personality, Perception, and Attribution, INCLUDING Kelley’s Attribution Theory on pages 96-98 |
|          | **Census Date**     |                                                                          |
| 4        | Sep 10, 12          | **Assigned Reading**  
Chapter 4 – Attitudes, Emotions, and Ethics |
| 5        | Sep 17, 19          | Chapter 4 – Attitudes, Emotions, and Ethics, Cont’d  
**SEP 19: EXAM 1 (CHAPTERS 1 – 4)**  
Bring #2 pencil and Form 882-E scantron to class |
| 6        | Sep 24, 26          | **Assigned Reading**  
Chapter 5 – Motivation at Work  
Chapter 6 – Learning and Performance Management, EXCEPT Kelley’s Attribution Theory on pages 96-98 |
| 7        | Oct 1, 3            | **Assigned Reading**  
Chapter 7 – Stress and Well-Being |
| 8        | Oct 8, 10           | **Assigned Reading**  
Chapter 7 – Stress and Well-Being, Cont’d  
Chapter 8 – Communication |
| 9        | Oct 15, 17          | Chapter 8 – Communications, Cont’d  
**OCT 17: EXAM 2 (CHAPTERS 5 – 8)**  
Bring #2 pencil and Form 882-E scantron to class |
<table>
<thead>
<tr>
<th>Week Nbr</th>
<th>Meeting Dates</th>
<th>Readings</th>
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<tr>
<td>10</td>
<td>Oct 22, 24</td>
<td><strong>Assigned Reading</strong></td>
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<td>Chapter 9 – Work Teams and Groups</td>
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<td>Chapter 10 – Decision-Making by Individuals and Groups</td>
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<td>11</td>
<td>Oct 29, 31</td>
<td><strong>Assigned Reading</strong></td>
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<td>Chapter 11 – Power and Political Behavior</td>
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<td><em>Last Day to Drop, Nov 1</em></td>
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<td>12</td>
<td>Nov 5, 7</td>
<td><strong>Assigned Reading</strong></td>
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<td>Chapter 12 – Leadership and Followership</td>
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<tr>
<td>13</td>
<td>Nov 12, 14</td>
<td>Chapter 12 – Leadership and Followership, Cont’d</td>
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<td><strong>NOV 14: EXAM 3 (CHAPTERS 9 – 12)</strong></td>
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<td>Bring a #2 pencil and Form 882-E scantron to class</td>
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<tr>
<td>14</td>
<td>Nov 19, 21</td>
<td><strong>Assigned Reading</strong></td>
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<td>Chapter 14 – Jobs and the Design of Work</td>
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<td>15</td>
<td>Nov 26, 28</td>
<td>Chapter 18 – Managing Change</td>
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<td><strong>NOV 28: FALL BREAK – NO CLASS</strong></td>
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<td>Dec 5</td>
<td><strong>FINAL EXAM</strong></td>
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<td>Thursday, Dec 5, 11:00 a.m. – 1:30 p.m.</td>
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<td>Bring #2 pencil and Form 882-E scantron</td>
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*As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. Any changes to the schedule will be announced in class and on Canvas. – Dr. Cocchiara