



MGMT 3350-110 Organizational Behavior

August 28, 2017 – December 14, 2017

16 Week Face to Face Course

Tuesday and Thursdays 2:30pm – 3:45pm

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Mary Lynn Hanik, MBA

Office Hours: I will be available 20 minutes before and 20 minutes after each class

Phone: 254-383-8785

Email: mary.hanik@tamuct.edu

Mode of instruction and course access:

This is a face-to-face course that also uses the TAMUCT Canvas Learning Management System, which can be accessed at <https://tamuct.instructure.com>. For information on how to access Canvas, please refer to section “Technology Requirements and Support” in this syllabus. There are prerequisites to this course such as solid knowledge of APA style, familiarity with the use of PowerPoint, Microsoft Word, the Internet, and attaching documents. You will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course website. There are prerequisites to this course such as solid knowledge of APA style, familiarity with the use of PowerPoint, Microsoft Word, the Internet, and attaching documents. You will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course website in Canvas. The course consists of 16 modules. For 16-week courses, each module lasts one week starting Monday and ending on Sunday night at 11:59 p.m. with all work for the module being due at that time.

Student-instructor interaction:

I am accessible through TAMUCT email, which I check several times a day during the week and usually once a day on weekends. I will try to get back to you within 24 hours during the week and within 36 hours during the weekend. If your concern needs my immediate attention, please text me and you will receive an immediate reply.

Please provide in the subject line of each Inbox message the course information “MGMT 3350” so that I can identify your class. If you text me on my cell phone, please mention the same information in your text.

Please practice good communication skills. We will practice formal business communication emails so that you will develop good habits. Start out every message and discussion post with

the name of the person you are addressing and close with your name. Utilize spelling and grammar check to help you write better.

What You Can Expect of Me

You can expect that I will create a respectful learning environment where all of us can express our thoughts and ask questions. While we do not have to agree with each other, we will do so in respectful ways. I expect to learn from you as we spend the next 16 weeks together! I will be available to answer your questions and help you be successful in this course.

911 Cellular:

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

Course Overview and description:

Organizational Behavior is a field of study that investigates the impact that individuals, groups and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Course Objective:

Students completing this course will be able to understand the importance of taking a systematic approach to the study of individual and group behavior in organizational settings. They shall analyze, synthesize, comprehend, and explain all components of the OB model and its relationship to the successful operation of modern organizations. An extensive study of the principles of psychology, sociology, and social psychology will allow students to be more effective members of organizations to which they might belong now or in the future.

At the close of the semester, students will be able to:

- Identify the factors that impact individual and group behavior in organizations and how organizations manage their environments.
- Analyze, describe, and manage attitudes and behavior in organizations.
- Improve and change individual, group, and organizational behavior to attain individual, group, and organizational goals.
- Analyze organizational behavior at three levels: the individual, the group, and the

organization as a whole.

- Use the tools of organizational behavior to increase individual, team, and organizational effectiveness.

Specific Learning Objectives for each text chapter are included as Appendix A to this Syllabus.

Student Learning Outcomes:

Analyze behavior of people at work in all types of organizations. Learn fundamentals of organizational behavior, values, ethics, motivation, group dynamics, individual differences, attitudes, decision-making, conflict, power, change, stress, leadership, rewarding behavior, communication, and organizational structure. Prerequisite(s): MGMT 3301 and BUSI 3301.

Required Reading and Textbook(s):



Organizational Behavior, 2nd Edition
Angelo Kinicki & Mel Fugate (2018)
McGraw-Hill
Loose-Leaf text with Connect Plus
©2018, ISBN-13 **9781260302875**



Publication Manual of the American Psychological Association, 6th Edition
American Psychological Association
Softcover, 272 pages
©2010, ISBN-13 978-1433805615

COURSE REQUIREMENTS

Student Course Agreement (2%):

The Student Course Agreement is an assignment that requires you to fill out a form, digitally sign it, and submit it as an attachment in the assignment submission link. Late submissions will be accepted but without any credit. Completion of this assignment is required.

Weekly Competency Assignments (18%):

There will be a competency assignment almost every week. The due dates for each competency assignment are posted in the Course Schedule.

When writing your competency assignments, make sure to answer all questions at the end of the case or apply the 3-step problem-solving approach if instructed. Both quantity and quality are important considerations for these written assignment.

Your insights on the journal topic should be based on the following:

- Application of text concepts;
- Ability to articulate assigned analysis clearly; and
- Integration of student colleagues' contributions and insights leading the discussion to a deeper level of understanding.

The competency assignments assigned each week are:

Week 1 - Chapter 1	Case p.41 – United Airlines: How Do We Get There From Here?
Week 2 - Chapter 2	Problem Solving Application p.54 - Southwest Pilots
Week 3 - Chapter 3	OB in Action p.113 - The Good and Bad of Anger at Work
Week 4 - Chapter 4	Case p.152 - Wrongful Termination
Week 6 - Chapter 5	Worst Coworker
Week 7 - Chapter 6	OB in Action p.223 – How do you spell feedback.....ZAPPOS!
Week 8 - Chapter 7	OB in Action p.284 – Pirch Spreads Joy
Week 9 - Chapter 8	OB in Action p.325 – Exemplary Teamwork at NASA
Week 11 - Chapter 10	Problem Solving Application p.387- Butt your heads together
Week 12 - Chapter 11	Take-Away Application p. 434 - Reducing my use if decision making biases
Week 13 - Chapter 12	OB in Action p.491 – Impression Management, VC Style
Week 15 - Chapter 15	Problem Solving Application p.608 - Whole Foods

LearnSmart Assignments (15%):

The required Connect portion of the course has “Learn-Smart” applications for each assigned chapter of the text. The Learn-Smart activities challenge your mastery of the content in each chapter, and provide prompts for additional study if needed. Finishing these activities will ensure your better understanding of the content and help prepare you for each Exam. For more on the benefits of LearnSmart see Appendix C.

Completing each chapter’s Learn-Smart activity will be worth 1.0 percent of your grade or a total of 15% overall. If you only complete part of the activity, you will only be given partial credit for the portion of the assignment that you completed. For example, if you only complete one half of an assignment, it will cost 0.5 points on your final average.

You must complete each LearnSmart activity by its due date to get full credit. Although you can continue working on the activity after the due date, you will receive no credit for this work.

Exams (25%):

There will be four required exams testing students’ knowledge of the key frameworks, terms, and concepts included in the assigned text chapters. Exams will be grouped as follows, and are not cumulative:

- Exam 1 will cover chapters 1-4

- Exam 2 will cover chapters 14, 5-7
- Exam 3 will cover chapters 8-11
- Exam 4 will cover chapters 12, 13, 15

There will be no make-ups for missed exams unless there is a documented medical emergency. Any exam not made up as approved and arranged by the professor will be scored as a zero.

Reviewing the Chapter PowerPoint presentations, and using the Publisher Supplemental Materials and self-quizzes are good ways to prepare for each Exam.

For further help in preparing for multiple-choice exams see: <http://www.lib.uoguelph.ca/get-assistance/studying/exam-prep/multiple-choice-exams>

OB Project – Part 1 (15%):

This project will lay the foundation for the second project. You are to decide on an organization that you want to evaluate. The organization can be a current or a past employer of yours. It must be a company with which at least you have significant familiarity. It is important that you have some knowledge of the inner workings of the company-- its struggles, its strengths, its culture, and so forth -- or have access to the organization to conduct interviews to collect the needed information. You will produce a 2-3 page written report (excluding cover sheet, references and any figures, tables or appendices). The paper should include the following sections:

1. *Organization Background* - Provide *just enough* details on the company for me to be able to understand the problem that will be described. Resist the urge to provide irrelevant details and feel free to omit or disguise any details that might be sensitive in nature.
2. *Organizational Culture* – Provide a brief description of the elements of the company’s culture in terms of artifacts, shared values, and shared assumptions. Use Exhibit 14.1 page 399 as a guide for this section.
3. *Problem* - Describe, specifically, *one problem* that the company is struggling with that will serve as the focus of the paper. Resist the urge to discuss multiple problems--focus on one specific issue with which the organization is struggling. Be sure to focus on a problem that within the scope of this course.

All work submitted for grading shall be of collegiate quality, language, depth and organization. All work should be proofread, free of grammatical errors, include proper citations, and be in accordance with The Publication Manual of the American Psychological Association, 6th ed. For information on APA standards and correct citation formats consult the [APA Publication Manual](#), and/or link to the following sources:

<http://www.apastyle.org/learn/index.aspx>

<https://owl.english.purdue.edu/owl/resource/560/01/>

Referencing multiple pages from the same organization’s web site only count as one citation.

When using more than one page from the same company, provide a URL that links to the home

page or entry page for the document. Also, if there isn't a date available for the document use (n.d.) for no date. All references must be cited in the body of your paper.

Submit this assignment through the Assignments Course link. The due date for the Project – Part 1 is posted in the Course Schedule. The required file format for the paper is a .doc or .docx file.

No late submission are accepted.

OB Project – Part 2 (15%):

This project builds on the previous project. Based on the feedback from the OB Project – Part 1 you will now produce another 2-3 page written report (excluding cover sheet, references and any figures, tables or appendices). The paper should include the following sections:

1. *Theoretical Lens* - Choose one topic from the list below, and apply that topic to the problem. Describe very specifically how the concepts, principles, and findings represented in the topic matter to the problem, and how they can be leveraged to articulate a solution.
 - Job characteristics model
 - MARS Model
 - Expectancy theory
 - Goal setting
 - Equity theory
 - Empowerment
 - EVLN model
 - Justice
 - Ethical decision making: moral intensity, moral sensitivity, and situational influences
 - Model of Emotions, Attitudes, and Behavior
 - Emotional intelligence
 - Team processes
 - Types of power
 - Transformational leadership

2. *Recommendation* – Provide a list (at least three) of very specific recommendations/action steps that flow out of the discussion of the topic and that can help solve the problem. In thinking about how to craft the topic into those recommendations, strike a balance between being *practical* and being *bold*. Every organization has key constraints (culture, organizational stakeholders, and competitive environment) that need to be taken into account when designing interventions. Although those should be considered, resist the urge to “play it safe”, as that tendency often leads to modest interventions that are ultimately ineffective.

All work submitted for grading shall be of collegiate quality, language, depth and organization.

All work should be proofread, free of grammatical errors, include proper citations, and be in accordance with The Publication Manual of the American Psychological Association, 6th ed. Submit this assignment through the Assignments Course link. The due date for the Project - Part 2 is posted in the Course Schedule. The required file format for the paper is a .doc or .docx file. No late submissions are accepted.

Observation Assignment (10%):

The purpose of this assignment is to:

- Introduce you to the concept of organizational culture.
- Provide you with an opportunity to apply these concepts to an actual organization.
- Practice observing indicators of organizational culture.

Directions

You will be required to visit an organization and you cannot be a past or present employee of the organization. The purpose of your visit is strictly to observe an organization as it goes about its normal business. You should take notes on all of the indicators of the organization's culture that you can observe. Look for artifacts, settings, symbols, and perhaps even a ritual. You may be surprised how much you can learn by simply observing if you put your mind to it. Many skilled managers employ this ability to sense what is going on as they walk through their plant or office area.

Writing assignment

Prepare a 2-3 page written report describing the culture of the organization. Your analysis should consider: the extent to which the culture impacts employee behavior; the function of the organizational culture; what practices keep the culture alive; how do employees learn the organization's culture; and, how does the organization's culture promote or inhibit organizational change. In your analysis, be sure to identify at least several "signs" that you feel best demonstrate the organization's culture (e.g., stories, rituals, material symbols, language).

All work submitted for grading shall be of collegiate quality, language, depth and organization. All work should be proofread, free of grammatical errors, include proper citations, and be in accordance with The Publication Manual of the American Psychological Association, 6th ed.

Submit this assignment through the Assignments Course link. The due date for the Individual Project is posted in the Course Schedule. The required file format for the paper is a .doc or .docx file.

No late submissions are accepted.

Grading Criteria Rubric and Conversion

Percentage of each assignment as it contributes to your final grade:

Activity	Percentage of Final Grade	Possible Points per Assignment
Student Course Agreement	2%	2 @ 100 percent points each
Weekly Competency Journal (12)	18%	12 @ 100 percent points each
LearnSmart Assignments (16)	15%	16 @ 100 percent points each
Exams (4)	25%	4 @ 100 percent points each
Observation Assignment	10%	1 @ 100 percent points
OB Project – Part 1	15%	1 @ 100 percent points
OB Project – Part 2	15%	1 @ 100 percent points
TOTAL	100 %	

Course Grades are assigned as follows:

Letter Grade	Equals	From	To
A	=	90 %	100 %
B	=	80 %	89 %
C	=	70 %	79 %
D	=	60 %	69 %
F	=	0 %	59 %

Posting of Grades

Grades for Exams will be posted within a week of taking the exam. Grades for Discussion Forums, and short Written Assignments will be posted by the Wednesday following the due date. Grades for longer Written Assignments will be posted within one week from the due date.

Evaluation of Work

A: Performance is excellent and stands out due to sharp insight into material and discussion of many sides of an issue. Submitted work is well articulated and logically and clearly written. "A" work indicates an example for others to follow.

B: Performance is above the minimum requirements with an insight into the material at a level considered to be good to very good. Submitted work is of high quality. A “B” is considered a high grade and recognition for solid work.

C: Performance satisfies only the minimum requirements and displays little or no initiative. Insight into the material is satisfactory and an acceptable understanding of all basic concepts was communicated. A student receiving a “C” has met the requirements, including course deadlines.

D: Quality and quantity of work is below average and barely acceptable. “D” work is passing by a slim margin.

F: Quality and quantity of work is unacceptable and does not warrant a passing of this course.

COURSE OUTLINE AND CALENDAR

Complete Course Calendar

Below is the tentative course schedule, the binding course schedule with binding due dates is available in your Canvas course under the course menu link “Syllabus”.

MODULE / WEEK	DATES	CHAPTER	TOPIC	ASSIGNMENTS
1	29-Aug-17	1	Making OB Work for Me	Syllabus review, Student Course Agreement, LearnSmart assignment chapter 1, competency assignment: United Airlines: How Do We Get There From Here?
	31-Sep-17			
2	5-Sep-17	2	Values and Attitudes	LearnSmart assignment chapter 2, competency assignment: Problem Solving Application-Southwest Pilots
	7-Sep-17			
3	12-Sep-17	3	Individual Differences and Emotions	LearnSmart assignment chapter 3, competency assignment: OB in Action - The Good and Bad of Anger at Work
	14-Sep-17			
4	19-Sep-17	4	Social Perception and Managing Diversity	LearnSmart assignment chapter 4, competency assignment: Wrongful Termination, begin search for organization to study for OB project, exam 1 (chapters 1-4)
	21-Sep-17			
5	26-Sep-17	14	Organization Culture,	LearnSmart assignment chapter 14, Observation Assignment

	28-Oct-17		Socialization, and Mentoring	
6	3-Oct-17	5	Foundations of Employee Motivation	LearnSmart assignment chapter 5, competency assignment: Worst Co-Worker
	5-Oct-17			
7	10-Oct-17	6	Performance Management	LearnSmart assignment chapter 6, competency assignment: How do you spell feedback.....ZAPPOS!
	12-Oct-17			
8	17-Oct-17	7	Positive Organizational Behavior	LearnSmart assignment chapter 7, competency assignment: Pirch Spreads Joy, exam 2 (chapters 14,5-7)
	19-Oct-17			
9	24-Oct-17	8	Groups and Teams	LearnSmart assignment chapter 8, competency assignment: Exemplary Teamwork at NASA
	26-Oct-17			
10	31-Oct-17	9	Communication in the Digital Age	LearnSmart assignment chapter 9, OB Project - Part 1
	2-Nov-17			
11	7-Nov-17	10	Managing Conflict and Negotiations	LearnSmart assignment chapter 10, competency assignment: Problem Solving Application-Butt your heads together
	9-Nov-17			
12	14-Nov-17	11	Decision Making and Creativity	LearnSmart assignment chapter 11, competency assignment: Take-Away Application exam 3 (chapters 8-11)
	16-Nov-17			
13	21-Nov-17	12	Power, Influence, and Politics	LearnSmart assignment chapter 12, competency assignment: Impression Management, VC Style
	Nov-17			
14	28-Nov-17	13	Leadership Effectiveness	LearnSmart assignment chapter 13, OB Project - Part 2
	30-Nov-17			
15	5-Dec-17	15	Organizational Design, Effectiveness, and Innovation	LearnSmart assignment chapter 15, competency assignment: Problem Solving Application-Whole Foods
	7-Dec-17			
16	12-Dec-17 14-Dec-17	16	Managing Change and Stress	LearnSmart assignment chapter 16, Exam 4 (chapters 12,13,15)

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Important Dates:

August 28, Classes Begin

August 28, Add/Drop/Late Registration begins

August 30, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes

September 1, Priority Deadline to Submit Graduation Application

September 4, Labor Day, CAMPUS CLOSED

September 5, Last day to drop 1st 8-week classes with no record

September 13, Last day to drop 16-week classes with no record

September 22, Last day to drop a 1st 8-week class with a Q or withdraw with a W

October 6, Deadline to submit graduation

October 20, Last day to withdraw from the University (1st 8-week classes WF)

October 23, Add/Drop/Late Registration begins, 2nd 8-week classes

October 26, Add/Drop/Late Registration ends, 2nd 8-week classes

October 30, Last day to drop 2nd 8-week classes with no record

November 10, Veteran's Day

November 10, Last day to drop with a Q or withdraw with a W (16-week classes)

November 17, Last day to drop a 2nd 8-week class with a Q or withdraw with a W

November 23-24, Thanksgiving, CAMPUS CLOSED

December 15, Classes End

December 15, Last day to withdraw from the University (16-week and 2nd 8-week classes)

December 15, Last day to file for Degree Conferral (Registrar's Office)

December 15, Commencement (End of Fall Term)

December 25-January 1, WINTER BREAK

INSTRUCTOR POLICIES

Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues should be kept professional, including Discussion Board postings and email correspondence. For written assignments, all work should be proofread, free of grammatical errors, include proper citations, and be in accordance with American Psychological Association (APA) standards.

NOTE #1: There is NO EXTRA CREDIT assignments available for this course.

NOTE #2: Requests for Incomplete Grades: Incompletes will only be given in emergency or other extreme circumstances. Any request for an incomplete grade in this course must be approved by the professor prior to the last week of classes. Where possible, requests should be submitted in written form and must include an address and/or telephone number where you may be contacted throughout the following semester. For a request of an incomplete grade to

be considered, at least two-thirds of the course work have to be completed. Finally approval of an incomplete is up to the department chair.

NOTE #3: Questions concerning one's grade on a particular task (e.g., test, case) This should be resolved within one week after receiving the graded material. There will not be reviewing of previously graded material at the end of the semester.

NOTE #4: Late Submissions/Resubmissions

You have a period of 7 days each week to complete and submit the weekly assignments. Make sure to plan your time wisely and avoid last minute submissions since no late assignments will be accepted. All assignments must be turned in by the due date unless an extension has been granted. EXTENSIONS ON ASSIGNMENTS WILL BE CONSIDERED ONLY IF THEY ARE REQUESTED AT LEAST 48 HOURS BEFORE THE DUE DATE OF THE ASSIGNMENT UNDER QUESTION. After the fact extensions will not be granted, so if you are sick and you know you will not be able to take a test or submit an assignment on the set due date, make sure to contact me at least 48 hours in advance.

NOTE #5: Changes to Syllabus

A syllabus serves as an instructional and study planning document for both faculty and students. Although every effort will be taken to complete the semester according to the syllabus, it may become necessary to make certain changes to better facilitate the academic environment. In such an event, changes will be notified via an announcement in the course. Changes may be made within the last two weeks of the semester only in exceptional circumstances.

Copyright Notice.

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements.

Logon to TAMUCT Canvas [<https://tamuct.instructure.com>]

Username: Your MyCT username

(xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

For this course, you will need reliable and frequent access to a computer and to the Internet. To successfully complete this course, you must have access to these minimum technology tools:
Reliable Internet connection

Desktop or Laptop computer with 2Gb RAM and 60Gb Hard drive space (4Gb RAM, 400Gb Hard drive is preferred)

Windows Vista, 7, 8, or 8.1, or Mac OSX 10.7-10.9

Internet Explorer 9 or 10, Firefox 4 or higher, Chrome 19 or higher, or Safari 4.0 (Macs only)

Text Editor - MS Word, LibreOffice or OpenOffice

Audio/Video Player

Course-Recommended Plug-ins

Course-Recommended Software

The above listing is for minimum requirements. Your browser must have JavaScript enabled for you to access your courses properly. In addition, Canvas will display popups with information, so popup blockers may need to be disabled. Some courses will require that you purchase additional software related to the course and your field of study.

Technology Support.

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select “chat with Canvas support,” submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the “Help” link. For issues related to course content and requirements, contact your instructor.

COURSE AND UNIVERSITY RESOURCES, PROCEDURES, AND POLICIES

Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity.

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a

commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

Academic Accommodations.

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Larry Davis at Imdavis@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access

Tutor.com through Canvas.

The University Writing Center.

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/].

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at A&M-Central Texas, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Counseling Services (254-501-5956) located on the second floor of Warrior Hall.

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

Appendix A

MGMT 3350 Student Learning Outcomes by Text Chapter

On completing the learning activities for each chapter students will be able to do the following:

Chapter 1:

- 1.1 Use knowledge of OB to enhance job performance and career.
- 1.2 Understand why people fall into ethical lapses, even unwittingly, and what lessons can be learned from that.
- 1.3 Apply OB in a practical way to increase my effectiveness.
- 1.4 Describe the practical relevance and power of OB in problem solving.
- 1.5 Use the Organizing Framework to understand and apply OB knowledge and tools and improve problem-solving skills.
- 1.6 Integrate and apply the many OB concepts and tools to solve problems.

Chapter 2:

- 2.1 Identify the role values play in influencing behavior.
- 2.2 Describe how personal attitudes affect workplace behavior and work-related outcomes.
- 2.3 Argue why management should pay attention to workplace attitudes.
- 2.4 Evaluate how changes in the workplace improve job satisfaction.
- 2.5 Assess what work-related outcomes are associated with job satisfaction.

Chapter 3:

- 3.1 Describe the benefit of relative stability of individual differences.
- 3.2 Describe how multiple intelligences affect performance.
- 3.3 Identify how personality affects performance at school and work.
- 3.4 Describe how self-evaluations affect performance at work.
- 3.5 Define emotional intelligence and understand how it affects performance at school and work.

Chapter 4:

- 4.1 Describe how perceptions of others are formed.
- 4.2 Utilize the awareness of stereotypes to make better decisions and manage more effectively.
- 4.3 Utilize the awareness about the layers of diversity to help organizations effectively manage diversity.
- 4.4 Describe the business rationale for managing diversity.
- 4.5 Recognize the most common barriers to implementing successful diversity programs.
- 4.6 Examine what organizations are doing to effectively manage diversity, and evaluate what works best.

Chapter 5:

- 5.1 Define motivation and understand how it affects behavior.
- 5.2 Compare and contrast the content theories of motivation.
- 5.3 Compare and contrast the process theories of motivation.
- 5.4 Evaluate the similarities and differences of top-down approaches, bottom-up approaches, and “idiosyncratic deals”.

Chapter 6:

- 6.1 Define the elements of effective performance management, and understand how this knowledge is beneficial.
- 6.2 Describe how improving goal setting can provide an advantage.
- 6.3 How can performance monitoring and evaluation improve my performance and my ability to manage the performance of others.
- 6.4 Utilize feedback and coaching to review and improve performance.
- 6.5 Utilize consequences to generate desired outcomes.
- 6.6 Utilize reinforcement and consequences to improve performance.

Chapter 7:

- 7.1 Describe Positive OB and its benefits.
- 7.2 Describe how positive emotions improve performance in all arenas of life.
- 7.3 Describe how mindfulness contributes to effectiveness.
- 7.4 Utilize knowledge inner HERO and signature strengths.
- 7.5 Describe how managers create an organizational climate that fosters Positive OB.

Chapter 8:

- 8.1 Utilize the knowledge of groups and their key characteristics make me more successful.
- 8.2 Describe how understanding the group development process improves effectiveness.
- 8.3 Define characteristics of effective team players, team types, and interdependence, and describe how these improve team performance.
- 8.4 Build and repair trust in ways that improve effectiveness.
- 8.5 Describe the keys to effective teams, and understand how to apply this knowledge.

Chapter 9:

- 9.1 Describe how knowing about the basic communication process helps communicate more effectively.
- 9.2 Understand the aspects of interpersonal communication to improve communication competence.
- 9.3 Describe how gender and age affect the communication process.
- 9.4 Understand how to increase effectiveness using presentation skills, crucial conversations, and managing up.

Chapter 10:

- 10.1 Describe the contemporary perspective on conflict.
- 10.2 Describe types of conflict, and how to manage them.
- 10.3 Understand how to manage work-family conflict and incivility.
- 10.4 Describe how to prevent, reduce, or even overcome conflict.
- 10.5 Identify best practices for effective negotiation.

Chapter 11:

- 11.1 Integrate rational and nonrational models of decision making.
- 11.2 Effectively use evidence-based decision making.
- 11.3 Describe the decision making process.
- 11.4 Assess the ethics of decisions.
- 11.5 Describe the pros and cons of group decision making and the various problem-solving tools.
- 11.6 Describe how to increase creative behavior.

Chapter 12:

- 12.1 Describe the basic forms of power, and how can they help achieve desired outcomes.
- 12.2 Describe how sharing power can increase power.
- 12.3 Describe how influence tactics improve personal effectiveness.
- 12.4 Distinguish the many forms of politics, and understand how they can improve personal effectiveness.

Chapter 13:

- 13.1 Describe how having an integrated model of leadership helps become an effective leader.
- 13.2 Utilize trait theories to improve ability to lead.
- 13.3 Describe when to use a specific leader behavior.
- 13.4 Describe how to use transformational leadership when working with others.
- 13.5 Describe how more recent approaches to leadership improve effectiveness at work.

Chapter 14:

- 14.1 Define culture, and explain why it is helpful to understand its layers and functions.
- 14.2 Describe how different types of organizational culture are related to outcomes.
- 14.3 Explain mechanisms or levers to implement culture change.
- 14.4 Describe how to integrate the findings of socialization research with the three phases of socialization.
- 14.5 Describe how to use mentoring to foster personal and professional success.

Chapter 15:

- 15.1 Understand how knowledge about an organization's foundation help the personal career.
- 15.2 Describe the seven basic ways in which organizations are structured, and explain how these structures relate to the organization's purpose.
- 15.3 Utilize knowledge about contingent organization design and internal alignment to improve satisfaction and performance.
- 15.5 Identify ways to support organizational innovation.

Chapter 16:

- 16.1 Discuss the common forces or drivers of change at work.
- 16.2 Outline different approaches to more effectively manage change.
- 16.3 Discuss why people resist change, and how to overcome it.
- 16.4 Discuss how stress increases or reduces effectiveness.
- 16.5 Utilize OB knowledge and tools to effectively manage change and stress.

APPENDIX B: Required Connect Materials for the Course:

What you need: You will be required to have materials from McGraw-Hill Education which include the textbook content and CONNECT (which houses Learnsmart, your adaptive online study tool).

Where and How to Get It: Student Options for Purchasing AND Registering Into the Course

1. **Bookstore:** Your bookstore has this package which includes the print book and the Connect Code. (The Connect code you will need to access the online study modules is included in the package.) To register you follow the same steps as below but you enter your code.

OR:

2. **Online:** All DIGITAL. You can purchase Connect or Connect Plus (no print book, Ebook and access to all the Connect/Learnsmart content) directly from the course website.
 - Go to Canvas and click on the LearnSmart Chapter Assignments tab. The first time you link to a LearnSmart Connect Assignments within your course web site, it will request an access code. If you purchased one of the packages that includes Connect, the access code will have come with your text. **If the access code was not included with your text you can purchase it the first time you link from within Canvas to a LearnSmart Assignment.**
 - Click the “Register Now” Button.
 - Enter your email address.
 - Enter your access code, select “Buy Online” if you don’t have an access code.
 - Complete the registration form, click “Submit”

EXAMPLE:

The screenshot shows the McGraw-Hill Education Student Registration page for the course 'Grewal: Marketing, 2e'. The page is divided into three main sections. The first section, 'Have a registration code?', prompts the user to enter their registration code and includes a 'Submit' button. The second section, 'Don't have a code?', offers the option to purchase access to Marketing by credit card, with a 'Buy Online' button. The third section, 'Not ready to buy yet?', offers instant access to course work and materials for a free trial, with a 'Start Free Trial' button. Red circles are drawn around the 'Registration Code' input field in the first section, and the 'Buy Online' and 'Start Free Trial' buttons in the second and third sections, respectively.

SUPPORT:

If you need any Technical Support (forgotten password, wrong code, etc) please contact McGraw--Hill Education Customer Experience Group at

(800) 331-5094

(Please be sure to get your case number for future reference if you call the CXG line.)

FAQs: <http://www.connectstudentsuccess.com/>

APPENDIX C: LearnSmart Benefits

Also see: <http://learnsmartadvantage.com/students/benefits/>

The market-leading adaptive study tool proven to improve grades and designed to maximize productivity and efficiency in learning

- Helps convert knowledge to long-term memory through deliberate practice
- Prioritizes key learning objectives to ensure that every minute spent studying is valuable

Everyone learns differently, but when it comes to school, we all have similar goals: to get better grades and retain more knowledge. That's why we created the LearnSmart Advantage suite of products – the most widely used adaptive education tools available today.

LearnSmart Advantage was designed to help students like you make the most effective use of your study time and achieve academic success. Available in a wide array of subject areas, the suite of adaptive learning products helps you get a baseline understanding of what you know – and what you don't – and then builds a personalized plan for success.

BOOST GRADES

Studies have proven that LearnSmart, the engine that powers all LearnSmart Advantage products, is effective in boosting students' grades at least one letter, almost regardless of the starting point. It's the smartest way to get from B to A.

MAXIMIZE STUDY TIME

An at-a-glance view of strengths and weaknesses helps students gauge progress, pinpoint problem areas and guide their efforts moving forward. With LearnSmart Advantage you'll know what you know and what you don't – ensuring that your time spent studying is the most efficient and productive time possible.

IMPROVE MEMORY RECALL

By providing interactive content at crucial points in the learning process, the LearnSmart Advantage platform recharges key concepts right before you're about to forget them. It simply never lets students forget.

INCREASE RETENTION

By keeping students engaged and instructors aware, LearnSmart Advantage forges a strong connection between student and teacher that helps significantly improve retention and pass rates.