

**Welcome to our Organizational Behavior course (MGMT 3350-115, CRN 60060) at Texas A&M University-Central Texas for the summer of 2023!**

Though most of my teaching schedule has been law-related classes, I also have taught several management courses during my eighteen years in higher education since I have an MBA, and I was responsible for over thirty employees during my eight years in university administration. Leveraging these experiences, I look forward to helping you learn more about management and organizational behavior this summer. Whether you are a line employee or a top-level manager, understanding personal and organizational dynamics is critical to success. I also want you to feel free to ask questions after completing the course, as I still field questions from students I had many years ago!

As we will study, there are a variety of factors that make each organization different, and there is no “one size fits all” solution to organizational success. As such, we will discuss a number of approaches to management and solving organizational challenges. As we do so, please understand that you all have unique backgrounds and perspectives and that others may not view a situation the same way you do. Please ensure that our discussions are productive and respect the diverse perspectives that your classmates are likely to have. Conflicts or hurt feelings often arise not from the content of what is said but from the tone and delivery.

I sometimes see the course differently than you do. If you see an improvement I could make in the structure or presentation of the material, please let me know. I want to avoid structural issues that interfere with your learning success!

In this learning guide (AKA syllabus), I provide as much information as possible about the course and my general expectations to put you in the best position to succeed. Additional information is available in our Canvas course. **Please do not hesitate to reach out with questions or concerns, even if it's late at night or on the weekend. That is why I'm here, and I do view my job as being available as much as possible to help!**

**Course Structure/Modality Information:**

This is an **8-week "Fully Online" section**, and you may complete all coursework asynchronously. In-person or synchronous activities are NEVER required. It is important to understand that 8-week courses generally condense the same content into half the time and not cut half the content. Thus, one 8-week course is the equivalent of two 16-week courses. This results in twice as much content each week and less time in between due dates, so plan accordingly!

**Instructor Contact Information:**

Instructor: Lucas Loafman, J.D., M.B.A.

Office Location: Founders Hall Rm 217R

Email: [loafman@tamuct.edu](mailto:loafman@tamuct.edu) or Canvas Inbox: These are the best methods to contact me for the quickest response, as I frequently check them! I will normally respond to emails within eight hours if not traveling or sleeping, and usually within a few hours.

Department Phone: 254-501-5944 - Leave a message, and I will call back as soon as possible, but it may take longer to respond via phone as I work from home some days.

**Planned Hours for In-Office Assistance:**

Monday: By advance appointment  
Tuesday: By advance appointment  
Wednesday: 8:30-5:00, other times by advance appointment  
Thursday: By advance appointment  
Friday: By advance appointment

Since the summer brings a lot of schedule variability, I am limiting my “fixed” hours. Though it says only Wednesday, I will probably be on campus at least three days a week, with Tuesday and Thursday being more likely additional days. If you prefer to meet in person, please schedule an appointment so I can ensure I don’t miss you. Sometimes meetings get scheduled during office hours, or I must step away from my desk for a bit. I can be available earlier or later in the evening with advanced notice. I am also available for WebEx virtual meetings for “after-hours” situations, such as nights and weekends, if that helps you. **Just let me know how I can help!**

**Staying up to date, especially with any unexpected changes!**

I will do my best to post an “Announcement” on Canvas if I am out of contact for an extended period, or if my planned office hours need to change. Rather than having to check the “Announcements” area in Canvas frequently, you should have your **notifications turned on in Canvas to receive immediate course notifications**. You can do this by clicking on your profile image, clicking notifications, and then changing the announcement alert setting to “notify immediately.” Also, if you click on “settings” under your profile, you can modify where Canvas sends a course notification. By default, notifications go to your school address, but you can add a personal email or text message notification option. Please let me know if you have any questions!

**Mode of instruction and course access:**

This is an “Online” course and uses the A&M-Central Texas Canvas Learning Management System extensively: [<https://tamuct.instructure.com>] for audio lectures, supplemental materials (like readings and lecture PowerPoints), quizzes, exams, grade reporting, and assignment submissions. The instructions that follow in this learning guide will assist you with gaining access and technical support. Once you are in Canvas, *there is an icon on the left with a question mark surrounded by a circle (says Help when you hover over it) that will have additional Canvas resources if you are unfamiliar with the learning management system itself.*

**Course Pre-requisites:**

To enroll in this course, you should have taken BUSI 3332 or MGMT 3302 (preferably both). It will be essential that you have a familiarity with the general use of PowerPoint, Microsoft Word, the Internet, copying and pasting information, and attaching documents for submission.

**Emergency Warning System for Texas A&M University-Central Texas: SAFEZONE.**

SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the [SafeZone](http://www.safezoneapp.com) website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these three easy steps:

1. Download the SafeZone App from your phone store using the link below:
  - o [iPhone/iPad](https://apps.apple.com/app/safezone/id533054756): [https://apps.apple.com/app/safezone/id533054756]
  - o [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp)  
[https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)
3. Complete your profile and accept the terms of service

**COURSE INFORMATION:**

**Course Overview and Description:** This course features an introduction to the management functions of planning, organizing, leading, and controlling, as well as the fundamentals of organizational behavior, including values, ethics, motivation, group dynamics, individual differences, attitudes, decision-making, conflict, power, change, stress, leadership, rewards and incentives, communication, organizational culture, and organizational structure.

**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.

**Writing Instructive Designation & Purpose:** This also is a *Writing Instructive* (WI) course. The purpose of this designation is to assist in the continuing development of your communication skills, which is also featured in Chapter 9, as effective communication is a critical element of organizational success. I will provide ongoing feedback on your written skills through at least four of the written assignments (worth 31 % of your course grade) to progressively improve your writing in this course. The use of the University Writing Center is highly recommended (and required in the OB Project 1 WI assignment).

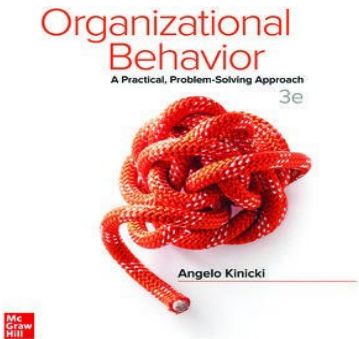
**Student Learning Outcomes:**

At the end of the course, you will be able to:

1. Identify the factors that impact individual and group behavior in organizations and how organizations manage their environments.
2. Analyze, describe, and manage attitudes and behavior in organizations.
3. Improve and change individual, group, and organizational behavior to attain individual, group, and organizational goals.
4. Analyze organizational behavior at three levels: the individual, the group, and the organization as a whole.
5. Use the tools of organizational behavior to increase individual, team, and organizational effectiveness.
6. Describe the phases of decision-making, then, apply those phases by analyzing a major decision the student made and identify the phases as they pertain to each step of the major decision.

**Required Textbook(s) and Resources:**

1.

	<p>Organizational Behavior, 3rd Edition Angelo Kinicki &amp; Mel Fugate (2021) McGraw-Hill</p> <p>Loose-Leaf text with Connect Access Card ISBN-13 9781264525676</p>
<p><i>A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.</i></p>	

2. Reliable internet access for accessing materials, quizzes, exams, and assignment submissions.

3. Access to a properly configured computer (details starting on page 14) with: speakers or a headset (to listen to any audio/video files), PDF software reader (Adobe) for readings, MS Word & PowerPoint.

## **COURSE REQUIREMENTS**

1. **Introductory Biography Statement – 50 Points (5%):** The Introductory Biography Statement is a three-paragraph discussion forum assignment that will be our first opportunity for feedback on writing in a relaxed and low-stakes assessment. It will include a paragraph containing general biographical information described in the prompt, one discussing what social style you possess (assessment is in Module 1 in Canvas) and how this might influence your behavior at work or in school, and one discussing what topics in the course you're most interested in learning about, and why. Evaluation criteria for this forum will be clear writing, and inclusion of all required elements. This Introductory Forum will help orient everyone to the "community" of our class, let you begin thinking about how organizational behavior fits into your career aspirations, and get some feedback on your writing. Also, be sure to respond to at least 2 peers. **This is due by Sunday, June 11th and *no late submissions will be accepted.***

2. **Connect/SmartBook Assignments – 160 Points (16%):** The required Connect portion of the course has a couple of short orientation assignments and SmartBook applications for each chapter of the text we cover (all but 15). The SmartBook 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. To access and purchase ConnectPlus, click the first Connect assignment in your Canvas course. You will be prompted to either login with an existing Connect account username and password, or to create a new account. Then enter your access code, purchase access online, or begin a free trial period. Once you have completed your selection, you will arrive at the start of your first Connect assignment. Completing each chapter's SmartBook activity will be worth one percent of your course 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 SmartBook 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. **With the exception of Chapter 16, these are due on Saturdays.**

3. **Concept Application Discussions - 130 Points (13%):** There will be four discussion board assignments applying course concepts and providing for student-to-student interactions. The due dates are posted in the Course Schedule starting on page 12. You cannot view the other students' postings until you make your substantive post. Each application discussion is worth 32.5 points, and ***no postings after the due date will be accepted.*** You are required to post three messages per discussion to receive full credit for each forum.

The first is your answer to all questions at the end of the case or applying the 3-step problem-solving approach if instructed. It should be 250 to 300 words, will hopefully **be posted two days before the due date to allow your classmates time to respond**, and will be worth 17.5 of the total points. You will also make two responses to your fellow classmates' posts by the due date. They should be 100 to 200 words each, and each is worth 7.5 points. Both quantity and quality are important considerations when posting substantive messages. For example, "I agree" or "I see your point" are not considered quality participation because neither adds substance to the discussion. Effective responses might share personal experiences, ask for clarification, or add additional information, so feel free to analyze, interpret, critique, and suggest. Do not use any attachments, instead, cut and paste your questions/responses directly into a forum message. Be sure to address your classmates by their names when responding.

Your postings/insights on the discussion topic should:

- Apply the text concepts;
- Articulate assigned analysis clearly; and
- Integrate your student colleagues' contributions and insights, leading the discussion to a deeper level of understanding.

The application discussions assigned are:

Chapter 14	Case p.589 – Culture Clash at Ford – <b>Due Friday, June 16th</b>
Chapter 6	Case p.247 – Incentives Gone Wrong – <b>Due Friday, June 30th</b>
Chapter 10	Case p. 419 – With Trouble Comes Conflict – <b>Due Friday, July 14th</b>
Chapter 13	Case p. 543 – Leadership Matters – <b>Due WEDNESDAY, July 26th</b>

**4. Decision-Making Essay – 50 Points (5%):** This is your first WI-designated assignment (second writing practice), which will introduce or refresh you on the methods of writing a simple academic essay. Additionally, one of the Program Student Learning Outcome (PLSO) is that students will be able to make decisions through business data analysis. Decision Making is introduced in this course in Chapter 11. As part of the program outcome introduction, students will write an essay, of not more than 2 typed pages, in APA formatted form, and cite sources where needed (APA Ch 2, 8-10).

This essay will be based on the four stages of rational decision-making, discussed in Chapter 11. See the essay instructions in the assignment for further details. This essay will include a title page, references page, introduction, body, and summary/conclusions. For more information on these requirements, visit the Additional Resources Module in our Canvas classroom.

The use of the University Writing Center (UWC) is recommended, but not required in this first assignment. You may use the textbook as your primary source of information; however, you may not copy/paste directly from the textbook. Additionally, you MAY NOT use quotations of any kind, in this essay; you will need to paraphrase the information taken from your sources (see Chapter 8 of the APA Manual, 7 Ed.).

Finally, when this paper is submitted, it will automatically be checked for similarity (plagiarism) and AI generation, using the Canvas SimCheck Plagiarism Review program. You may have AT MOST 15% similarity. Ensure you submit drafts of your paper prior to the due date so that you can track your similarity. Any score greater than 15% must be reduced to 15% prior to the due date/time. This means you will have to edit your paper to reduce the similarity identified by the program. The UWC can assist you with this. Grades will be reduced based on an index greater than 12% and/or an academic integrity violation pursued, see the assignment instructions. Check with me in advance on any issues with the similarity! **This essay is due on Sunday, June 25<sup>th</sup>.**

**5. OB Project Part 1 – 100 Points (10%):** This paper is the second WI-designated assignment (third writing practice) and will lay the foundation for the second paper. You are to decide on an organization that you want to evaluate. The organization will be selected from the list of Fortune 500 Companies in the Modules area of Canvas and “Additional Resources.” In essay format, you will write a 2-3 page written report (excluding title and references pages).

Each essay will include an APA formatted title page and a separate references page. Do not include an abstract, table of contents, or appendices. The primary topics included in this paper are as follows:

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. [about ½ page]
2. Organizational Culture – Provide a brief description of the elements of the company’s culture in terms of artifacts, shared values, and shared assumptions as well as the dominant culture based on the competing values framework. Use pages 547-559 in your textbook as a guide for this section. [about one page]
3. Problem - Describe, specifically, one problem the company is struggling with that will serve as the paper's focus. 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 is within the scope of this course. [about 1 page]

NOTE: This essay will include a title page, references page, introduction, body, and summary/conclusions. For more information on these requirements, visit the Additional

Resources Module in our Canvas classroom.

Writing Instructive (WI) Requirement: You are required to have a conference with the University Writing Center (UWC) before submitting your OB Project Part 1 and will be required to show proof for full credit. Submit the results of your conference as an attachment with the assignment. You are strongly encouraged to confer with the tutors at the Writing Center on all your assignments, even when it is not required. See page 17 of this Learning Guide for more information on the UWC.

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, 7th ed. (APA Ch 2, 8-10). 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/>

Submit this assignment through the Assignment link in Canvas. **The due date for the OB Project – Part 1 is Sunday, July 9th.** The required file format for the paper is a .doc or .docx file (MS Word). This assignment will be run through the Canvas SimCheck Plagiarism Review program. The goal of this first paper is to have a 12% or less similarity. Ensure you submit prior to the actual due date to determine your similarity. If your similarity is greater than 12%, you will need to rework until you have achieved 12% or less. Grades will be reduced based on an index greater than 12%, see the assignment instructions.

**6. OB Project Part 2 – 100 Points (10%):** This paper is the third WI-designated assignment (fourth writing practice) and builds on the previous paper. Based on the feedback from the OB Project – Part 1, you will now produce another essay, which is a 2-3 page written report (excluding title page, references, and any figures or tables). Each paper will include an APA formatted title page and a separate References page. Do not include an abstract, table of contents or appendixes. The primary topics included in this paper are as follows: Providing a brief overview of the problem (3-4 sentences), the following:

1. Theoretical Lens - Choose one topic from the list below, and apply that topic to your chosen organization and the problem developed in OB Project- Part 1. 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. [about 1 page]

- Ethical decision-making: moral intensity, moral sensitivity, and situational influences
- Schwartz's Theory
- Organizational Commitment
- Perceived Organizational Support



- Models of Job Satisfaction
- Managing Diversity
- Content Theories of Motivation
- Theory X/Y
- Herzberg’s Motivator-Hygiene Factors
- Process Theories of Motivation
- Equity/Justice
- Expectancy
- Goal-Setting
- Job Design
- Performance Management/Goal setting
- Organizational Climate
- Team processes
- Effective Communication
- Effective Conflict Management
- Types of Power
- Empowerment
- Organizational Politics
- Leadership Theories
- Organizational Change

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 considered 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.  
[about 1 page]

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, 7th ed. (APA Ch 2, 8-10). Please refer to the grading feedback for your first part of the project to avoid making the same APA mistakes again.

NOTE: This essay will include a title page, references page, introduction, body, and summary/conclusions. For more information on these requirements, visit the Additional Resources Module in our Canvas classroom.

Writing Instructive (WI) Requirement: You are to apply what you learned from the Writing Center from the OB Part 1 to this assignment. You are also strongly encouraged to have a conference (either online or F2F) with the Writing Center before submitting your paper. Submit this assignment through the Assignments Course link. **The due date for the OB Project - Part 2 is Sunday, July 23rd.** The required file format for the paper is a .doc or .docx file. This assignment will be run through the Canvas SimCheck Plagiarism Review program. The goal of this paper is to have a 10% or less similarity. Ensure you submit prior to the actual due date to determine your similarity. If your similarity is greater than 10%, you will need to rework until you have achieved 10% or less. Grades will be reduced based on an index greater than 10%, see the assignment instructions.

## 7. Exams - 400 points (4 @ 100 Points each)

There will be four required exams testing your knowledge of the key frameworks, terms, and concepts included in the assigned text chapters. Our exams will be available for at least two days via Connect (usually Sunday/Monday). The online exam will open at 12:00 AM on day one and close at 11:59 PM CST on day two, with a time limit of **105 minutes**. 11:59 PM is a hard cut-off, so if you start the exam at 11:00 PM, you will only have one hour. If you start too late, I may not be awake to respond to a message about an exam issue. If you have an unavoidable conflict with the scheduled date, an exam might be opened early or later, but generally in extreme cases only, especially given the replacement possibility below. Since I have been lied to, I will likely require documentation of severe illness, funerals, sudden necessary trips, or field exercises. Each exam will have 32 Multiple Choice and True/False questions worth 2.5 points each and four short essays worth 5 points each. You may use your textbook (ebook is fine), our Canvas course resources, and personal notes from the text or our Canvas course. **You may not use other materials, online assistance sites (Course Hero, Chegg, etc.), or generative software (ChatGPT, etc.). You also cannot receive assistance from another person. I am very good at recognizing this usage and will be checking for it. Given that Chapter 1 talks about Ethics and student cheating, there will be zero tolerance, and you will receive an F in the course if you violate the exam rules.**

Students occasionally have an exam grade that differs substantially from performance on the rest, particularly the first when learning the timing and structure. If this is the case or you miss an exam with a valid excuse, you may submit an additional research paper to replace a grade on one of your first three exams. The topic would have to be approved by me, cover a learning objective in the replaced exam, and be between 1,000 and 1,250 words. Also, it cannot be connected to your required research paper. You may find additional details in the "Assignments" area of Canvas. You may also submit a draft for brief review and comment. **To be eligible for this replacement option, you must have scored at least a 40 on the exam and not have had an academic integrity violation in the course.**

## Posting of Grades:

All assignment grades should be posted within four days of the due date, but I will try for less than a 48-hour turnaround (the paper draft and final will likely take longer). The most frequent grading delay is waiting on those who did not submit on time.

## Grading Details - Especially Note the C, D, and F Ranges

Assessment	Points	% of Total	Total Point Ranges	Equivalent Letter Grade
Introductory Biography	50	5%	895-1012	A - Excellent
SmartBook Assignments	160	16%	795-894	B - Good
Decision-Making Essay	60	6%	715-794	C - <b>Acceptable</b>
Application Discussions	130	13%	645-714	D – <b>Credit awarded, but GPA implications</b>
Exams	400	40%	644 or less	F – <b>No Credit</b>
OB Project 1	100	10%		
OB Project 2	100	10%		
<b>Totals</b>	1000	100%		

Grades may also be adjusted at the end of the semester based on class results. This means that a point total may qualify for a higher letter grade than the scale normally provides to facilitate an appropriate grade distribution.

## Late Work Issues:

1. Without pre-approval, no credit will be given for SmartBook assignments or Discussions.
2. The other major assignments will lose 10% of the points available per day late. For example, 12:00 AM on the next day after the assignment is due is technically late by one day. **You are allowed one extra day on one of these assignments by sending me an email before the assignment is due with a brief explanation of the reason for the delay (even if it is just procrastination, as honesty is a great trait), and submitting the assignment within the initial 24-hour extension.**
3. For Exams, see the previous explanation under “Course Requirements” and “Exams.”

## **COURSE OUTLINE AND CALENDAR – All times are Central Standard Time**

### **Unit #1 – Weeks 1-2 and Chapters 1-4**

Week 1 – June 5th

1. Get familiarized with the course, including watching the introductory videos on the learning guide, course navigation, and getting to know me.
2. Read Chapters 1 (Making OB Work for Me) and 2 (Values and Attitudes) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
- 3. Complete the Connect and SmartBook Orientations by 11:59 PM (23:59) on Friday, June 9<sup>th</sup>.**
- 4. Complete the Chapters 1 and 2 SmartBook Assignments in Connect by 11:59 PM (23:59) on Saturday, June 10<sup>th</sup>.**
- 5. Complete the Introductory Biography by 11:59 PM (23:59) on Sunday, June 11<sup>th</sup>.**

Week 2 – June 12th

1. Read Chapters 3 (Individual Differences and Emotions) and 4 (Social Perception and Managing Diversity) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
- 2. Complete Discussion #1 by 11:59 PM (23:59) on Friday, June 16<sup>th</sup>.**
- 3. Complete the Chapters 3 and 4 SmartBook Assignments in Connect by 11:59 PM on Saturday, June 17<sup>th</sup>.**
- 4. Complete Exam #1 covering Chapters 1-4 between 12:00 AM on Sunday, June 18<sup>th</sup> and 11:59 PM (23:59) on Monday, the 19<sup>th</sup>.**

### **Unit #2 – Weeks 3-4 and Chapters 5-6, 11, & 14**

Week 3 – June 19th

1. Read Chapters 11 (Decision Making and Creativity) and 14 (Organizational Culture, Socialization, and Mentoring) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
- 2. Complete the Chapter 11 and 14 SmartBook Assignments in Connect by 11:59 PM on Saturday, June 24<sup>th</sup>.**
- 3. Submit the Decision-Making Essay Assignment by 11:59 PM (23:59) on Sunday, June 25<sup>th</sup>.**

Week 4 – June 26th

1. Read Chapters 6 (Foundations of Employee Motivation) and 6 (Performance Management) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
- 2. Complete Discussion #2 by 11:59 PM (23:59) on Friday, June 30th.**
- 3. Complete the Chapter 5 and 6 SmartBook Assignments in Connect by 11:59 PM on Saturday, July 1st.**
- 4. Complete Exam #2 covering Chapters 5-6, 11, & 14 between 12:00 AM on Sunday, July 2<sup>nd</sup>, and 11:59 PM on Monday, the 3<sup>rd</sup>.**

### **Unit #3 – Weeks 5-6 and Chapters 7-10**

Week 5 – July 3rd

1. Read Chapters 7 (Positive Organizational Behavior) and 8 (Groups & Teams) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
- 2. Complete the Chapter 7 and 8 SmartBook Assignments in Connect by 11:59 PM on Saturday, July 8th.**
- 3. Submit OB Project – Part 1 by 11:59 PM (23:59) on Sunday, July 9<sup>th</sup>.**

Week 6 – July 10th

1. Read Chapters 9 (Communication in the Digital Age) and 10 (Managing Conflict and Negotiations) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
- 2. Complete Discussion #3 by 11:59 PM (23:59) on Friday, July 14th.**
- 3. Complete the Chapter 9 and 10 SmartBook Assignments in Connect by 11:59 PM on Saturday, the 15<sup>th</sup>.**
- 4. Complete Exam #3 covering Chapters 7-10 between 12:00 AM on Sunday, July 16<sup>th</sup> and 11:59 PM on Monday, the 17<sup>th</sup>**

### **Unit #4 – Weeks 7-8 and Chapters 12, 13, & 16**

Week 7 – July 17th

1. Read Chapters 12 (Power, Influence, and Politics) and 13 (Leadership Effectiveness) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
- 2. Complete the Chapters 12 and 13 SmartBook Assignments in Connect by 11:59 PM on Saturday, July 22nd.**
- 3. Submit OB Project – Part 2 by 11:59 PM on Sunday, July 23rd**

Week 8 – July 24th

1. Read Chapter 16 (Managing Change and Stress) and listen to the chapter audio lectures. Also, read any other assigned supplemental readings and watch any supplemental videos in Canvas.
2. **Complete Discussion #3 by 11:59 PM (23:59) on WEDNESDAY, July 26th.**
3. **Complete the Chapter 16 SmartBook Assignment in Connect by 11:59 PM on THURSDAY, July 27th.**
4. **Complete Exam #4 covering Chapters 12, 13, & 16 between 12:00 AM on Thursday, July 27<sup>th</sup> and 11:59 PM on Friday, the 28<sup>th</sup>.**

### **Important University Dates for the Summer 2023 Term:**

June 5, 2023	Classes Begin
June 12, 2023	Deadline to Drop 8-Week Classes with No Record
June 19, 2023	Juneteenth (University Closed)
July 4, 2023	Independence Day (University Closed)
July 7, 2023	Deadline for Graduation Application for Ceremony Participation
July 14, 2023	Deadline to Drop 8-Week Classes with a Quit (Q) or Withdraw (W)
July 14, 2023	Student End of Course Survey Opens (8-Week Classes)
July 28, 2023	Classes End for 8-Week Session
July 28, 2023	Deadline to Withdraw from the University for 8 -Week Classes
August 1, 2023	Deadline for Faculty Submission of 8-Week Final Class Grades (3pm)
August 1, 2023	Student End of Course Survey Closes (8-Week Classes)
August 11, 2023	Commencement Ceremony Bill Yowell CC in Warrior Hall at 10 AM
August 11, 2023	Deadline for Applications for \$1,000 Tuition Rebate for Summer
Graduation (5pm)	
August 11, 2023	Deadline for Degree Conferral Applications to the Registrar's Office; \$20 Late Application Fee

### **TECHNOLOGY REQUIREMENTS AND SUPPORT**

#### **Technology Requirements**

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

### **Canvas Support**

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

### **Online Proctored Testing**

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). **Proctorio also requires the Chrome web browser with their custom plug in.**

### **Other Technology Support**

For log-in problems, students should contact Help Desk Central  
24 hours a day, 7 days a week

Email: [helpdesk@tamu.edu](mailto: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.*

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## **UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES**

### **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 Academic 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.

**University Academic Integrity Statement:**

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. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. **When in doubt about collaboration, citation, or any issue, please contact your instructor before taking a course of action.**

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html),  
[https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0),  
[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\_id=0].

**My Academic Integrity Statement:**

All work in this course is to be **completed individually**. You may get rare/occasional assistance from other students about where you found specific information/answers, but I want to avoid seeing close/identical answers. I have a good eye for this, as my memory is very good! **The usage of AI, or similar technologies, and/or student “support” sites like Course Hero, Chegg, etc. for course assignments is strictly prohibited. I will be watching for this very closely!** If you need help, ask me! Any instance of academic dishonesty likely will result in an F in my course. I have taught this course long enough that I can quickly tell if you are colluding or getting impermissible assistance.

**Copyright Notice:**

The reproduction of **ANY** course material (**assignments, questions, etc.**), including digital sharing beyond current MGMT 3350 classmates, is strictly prohibited without my permission. Violation of copyright, such as posting course materials on websites like Course Hero, Chegg, etc., 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.

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[loafman@tamuct.edu](mailto:loafman@tamuct.edu)



### **Academic Accommodation Assistance:**

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 Warrior Center for Student Success, Equity 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 Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information, please visit our Access & Inclusion Canvas page (log-in required) [<https://tamuct.instructure.com/courses/717>]

### **Important information for Pregnant and/or Parenting Students:**

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from U.S. 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. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html) [<https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html>]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) online, please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

### **Tutoring Information:**

Tutoring is available to all A&M-Central Texas students, both virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing [WarriorCenter@tamuct.edu](mailto:WarriorCenter@tamuct.edu).

To schedule tutoring sessions and view tutor availability, please visit [Tutor Matching Services](https://tutormatchingservice.com/TAMUCT) [<https://tutormatchingservice.com/TAMUCT>] or visit the Tutoring Center in 111 Warrior Hall.

Chat live with a remote tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

**University Writing Center:**

Located in Warrior Hall 416, the University Writing Center (U.W.C.) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. During the Summer 2023 semester, the UWC will be operating entirely online, with tutors available Monday-Thursday from 10:00 a.m.–4:00 p.m. (starting Monday, June 5th), Monday-Thursday from 6:00-9:00 p.m. (starting Thursday, June 8th), and Saturday from 12:00-3:00 p.m. (starting Saturday, June 17th). Please feel free to encourage your students to take advantage of the UWC throughout the summer semester!

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 U.W.C. 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 U.W.C. is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via WOnline at <https://tamuct.mywconline.com/>. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the U.W.C., need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor by making an appointment via WOnline at <https://tamuct.mywconline.com/>. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the U.W.C., need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

**University Library Information:**

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 350 electronic databases containing approximately 631,525 eBooks and 75,149 journals, in addition to the 97,443 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 24 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 virtually through WebEx, Microsoft Teams or in-person at the library. [Schedule an appointment here](https://tamuct.libcal.com/appointments) [https://tamuct.libcal.com/appointments]. 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/index) [https://tamuct.libguides.com/index]

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### **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 TAMUCT, 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 Student Wellness and Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

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/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

### **Behavioral Intervention:**

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/bit) website for more information [https://www.tamuct.edu/bit]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5805.