Organizational Behavior  MGMT 3720.007  
Spring, 2018 Blackboard Learn

Professor:         Dr. Donna E. Ledgerwood, Ph.D., SPHR; SHRM-SCP
Office:            BLB 379E
Conference Hrs:    Because this class is totally on line, office hours are limited to Fridays from 11am – 1pm and upon request).
Phone:             940-565-3157 (UNT office); 214-704-4484  (Dr. L’s Cell)
E-Mail:            Through Blackboard Email

Donna.Ledgerwood@unt.edu and Donna.Ledgerwood@gmail.com

Emails will be answered within 24 hours (except weekends and holidays)

Please check your UNT email and the course Announcements in Blackboard frequently throughout each week of the semester. These are the primary means of receiving important information regarding your class. I will reply to your emails within 24 hours on business days. While I cannot guarantee an immediate reply, I will do my best to respond in a timely manner.

If for some reason you do not receive a timely response, it usually means that your message was not received. Please resend your message, text or call me. When you send a message to me, please put your name, class number and concern in the subject line. Doing this will allow me to answer your question more quickly. Your questions and concerns are important to me. Let me know how I can help you!

REQUIRED TEXT:


CATALOG DESCRIPTION:

UNT’s Undergraduate Catalog states: 3720. Organizational Behavior. 3 hours. Individual behavior in formal organizations. Cases, lectures and experiential exercises in organizational culture, motivation, leadership, dynamics of power, perception and attribution, communication, decision making and performance, and individual differences. Open to non-business majors.

MGMT 3720 is a junior-level survey course designed to provide you with an overview of the management field. MGMT 3720 is a core topic required of all students majoring in one of the many degree plans of the College of Business at UNT. The course title, Organizational Behavior, is defined as the study of individual behavior and group dynamics in organizational settings. In the collective judgment of COB faculty and departmental boards, the research, theory, and practices described in our Organizational Behavior literature represent the very best introductory explanation for the behavior of managers in for profit firms/organizations.
Because of a recent rift between the Society for Human Resource Management (SHRM) and the Human Resource Certification Institute (HRCI), the latter organization retains the original functional areas and materials while the Society for Human Resource Management has developed a new Body of Competencies and Knowledge (BoCK). These topics include: Leadership and Navigation; Business Acumen; Ethical Practice, Relationship Management; Consultation; Critical Evaluation; Global and Cultural Effectiveness and Communication. HR areas of Expertise (HR Knowledge Domains) include People, Organizations, Workplaces and Strategies. These additional areas are covered at www.shrm.org – which is the site from which I find many of the Instructor Insight materials as well as your Supplemental Readings and Videos (along with Google and Ted of course)!

Details about the differences between these organizations and their competency exams will be explained in one of the Instructor Insights. I am also writing an article for HR Magazine to explain this repurposing of SHRM and HRCI. Hopefully I can share it with you before the end of our semester!

**COURSE OBJECTIVES:**

The general/broad learning objectives of this course (chapter by chapter) are as follows;

1. To develop an understanding of the systems approach as applied to human and organizational behavior.
2. To understand diversity in organizations and the influence of individual behavior.
3. To understand the importance of attitudes and dissatisfaction/satisfaction on and off the job.
4. To identify the role of emotions, EI and moods affecting behavior in organizations.
5. To learn about personality, values and perceptions which affect behavior in organizations.
6. To examine the relationship between perception and individual decision making on the job.
7. To examine the evolution of and important variables in individual and group motivation.
8. To understand the application of motivation and total rewards to derive optimal performance.
9. To understand the foundations of group behavior.
10. To understand learn how to be a contributing member of a productive work team.
11. To appreciate the importance of managing communication for optimal outcomes.
12. To review the current state of knowledge with respect to leadership and leader behavior.
13. To appreciate the role of influence tactics, empowerment, power and politics in organizations.
14. To review the current concepts of conflict and negotiations in organizations.
15. To appreciate the ideas involved with work design, technology and organizational structure.
16. To connect to and learn about organizational culture, its influence and importance to products and services produced.
17. To understand how to establish and constantly change HR policies and practices.
18. To appreciate the role of organizational change at the macro level and stress at the micro level. To learn how to manage occupational stress in organizations.
19. To cultivate your curiosity to want to know more about managing your life and to help you develop a competitive advantage (Personal-Familial-Professional = PFP).

20. To consider the information presented in your text, in the readings and additional information provided to you from the viewpoint of
   a. the owner(s) of the company/organization,
   b. from the mid-level and lower-level managers and
c. Individual employees (like you). When thinking of the information, look at it in your life and how it will influence your personal, professional and familial decisions.

*****To make the highest grade, you should look at all test questions from the viewpoint of YOU as the owner of the organization!*****

Specific Learning Objectives for each lesson are found by clicking on Course Content tool; in turn, click on the Lesson/chapter you wish to view, look for Chapter Learning Objectives. There are sometimes Instructor’s Insights (notes or recordings from Dr. Ledgerwood which are NOT in your text book) as well as Supplemental Videos and Readings for each module (not necessarily for each chapter). These materials may be on tests for that section of this course and all may appear on your cumulative final exam. They may also be on your quizzes.

COURSE ORGANIZATION:

This course is offered 100% online through Blackboard Learn. It is the student’s responsibility to access online materials and complete course requirements as assigned in the course schedule provided at the end of the syllabus. All online assignments and exams are due on Central Standard or Daylight time, depending on the time of the year. If you are in a different time zone, you must be aware of the time differences and plan accordingly. You should program your phone to receive all Blackboard messages and Announcements. This will help you not to overlook any deadlines.

Internet access is required for this class. General information about Blackboard Learn is available through the “Student Resources” link on the Blackboard Learning system home page. Be sure to check your Browser settings in accordance with the Blackboard requirements or you may encounter technical problems with this course. Furthermore, it is best to use Mozilla Firefox, Google Chrome, or Safari. DO NOT USE INTERNET EXPLORER. IN ADDITION, BE SURE YOU ENABLE POP-UPS AND CLEAR YOUR CACHE WHEN TAKING EXAMS. If you do not have Internet access at home, labs are available on campus. Be careful if you take tests in the library. Computers there have given my students problems in past semesters.

BE SURE THAT YOU ARE USING A RELIABLE COMPUTER AND INTERNET CONNECTION! FURTHERMORE, DO NOT TAKE QUIZZES USING A WIRELESS CONNECTION. DO NOT TRY TO TAKE A TEST ON YOUR PHONE.

This class uses Respondus Web Cam. To help you to get used to the web cam and Respondus, a Practice Test is available for you. This “test” does not count, so try not to stress about the questions. To open a test, put your cursor over the name of the test and right click. The test should open.
TWO IMPORTANT CAVEATS FOR YOU TO KNOW

First, please keep a copy of your grade sheet for exams, quizzes, and any bonus points you earn. Remember: CLEAR is the source which gives and keeps track of your exams and grades on Blackboard (BB). If a student says s/he took a test but there is no record of this grade on Blackboard, then the student has no documentation to support his or her claim UNLESS the student has saved the results page electronically or in hard copy showing the grade.

Second, try to take your exams during the hours your BB consultants are available to help you in case you get “kicked out” of an exam or something weird like that occurs. Workers at The Student Help Desk will give you an Incident Number which is necessary for your professor to give the Faculty Help Desk to allow you to retake an exam.

Please note that your professor is NOT equipped to deal with any technical problems which students may have with the BB Learn System while testing. Individual problems that are not system-wide will not be considered in granting make-up work.

TWO SOURCES OF HELP

1. The Student Help Desk – Sage Hall Room 130
Because your professor is not equipped to deal with any technical problems students may have with the Blackboard Learn system, if you experience technical problems you should contact the Student Help Desk at 940-565-2324 or helpdesk@unt.edu. To visit in person, the Help Desk is located in Sage Hall, Room 130. Individual problems that are not system-wide will not be considered in granting make-up work.

Help Desk hours are open:
Monday-Thursday 8am-midnight
Friday 8am-8pm
Saturday 9am-5pm
Sunday noon-midnight

The office (Sage Hall 130) is open for walk-in traffic each weekday evening until 8pm. They are closed to walk ins on Saturday and Sunday. Phone or email support (940-565-2324 or helpdesk@unt.edu) is available during all regular business hours.

2. The Sage Hall Computer-Based Testing Center: https://it.unt.edu/test

The Sage Hall Computer-Based Testing Center reception area is on the third floor of Sage Hall in Room C330. The center has four testing rooms with 135 testing stations available. Room assignments are made by the Reservation Manager upon request of the faculty member. Students may not make reservations except through their professors.

The Sage Hall Testing Center’s hours are:

Mondays – Thursdays 8am – 9:30pm
Fridays: 8am – 5pm
Saturdays: 9am – 5pm
Sundays: Closed
Appointments have to be made by faculty. In addition, the faculty member has to either be there with the student or accessible by phone during the testing period.

COURSE REQUIREMENTS:

Chapter outlines and power points:

You will be offered 4 Mandatory Examinations and 1 Cumulative (Voluntary) Final Exam (available for those who miss one of the first four exams or if you want to try to raise your grade). While chapter outlines and power points provided on Blackboard are not substitutes for reading the book, they can provide a valuable study guide when preparing for exams. Connect ACCESS is NOT required in this class.

Welcome Folder Activities – You start here first. These are REQUIRED by Friday, 01-17-18.

The welcome folder activities (viewing Dr. Ledgerwood’s video, ethics statement, review of syllabus (no points added or subtracted) and student information survey) are required assignments before you can begin this course. The Student Information Survey is critical since it is requested by the Dean’s Office. It must be submitted by the end of the second week of class, January 26.

Also, if you are a student listed with the Office of Disability Accommodation (ODA), please turn in your paperwork to Dr. Ledgerwood so that your accommodation can be recorded for quizzes and tests.

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Quizzes – You take these second - BEFORE EACH RELEVANT EXAM – Closed Notes & Text

There are two types of quizzes: Chapter quizzes and quizzes over Supplemental Materials and Instructor Insights.

18 Chapter Quizzes – Use a LockDown Browser and Respondus

Each chapter quiz requires completion of a timed 5-point chapter quiz which MUST BE TAKEN BEFORE THE EXAM OVER THAT CHAPTER. There are 18 chapter quizzes which should be taken without assistance from your book, notes or outside help. Each quiz contains 5 multiple-choice questions over the text but will not include the material from that section’s Supplemental Readings and Videos or your Instructor’s Insights. If you do not complete the quizzes by the deadline, you will receive a zero. There is no provision for taking a missed quiz, and no quiz will be given at a time other than what is specified in the course schedule unless approved by your professor. Once a quiz closes, it will not be reopened. Quizzes can only be taken once. Quizzes are also meant to be easier than exams. Please prepare for the exams accordingly.
4 Quizzes over Supplemental Materials and Instructor Insights – Use a LockDown Browser and Respondus
You take these at your discretion but before the relevant exam. Each 5 point quiz will cover any material in the supplemental readings and videos folder and Instructor Insight folder over that part of the course and CAN be included on each relevant exam.

4 Exams – You take these third using a LockDown Browser and Respondus.
The exams include materials from the Instructor Insights sections as well as the Supplemental Materials and Videos.

There will be four timed, closed book/notes exams worth 100 points each. These exams should be completed individually, without help from other students or materials.

There also will be fifth exam offered during the last week of the semester which is also worth 100 points. This an optional cumulative exam that will serve as a make-up exam if you missed one mandatory exam. As usual, you will use a LockDown Browser and Respondus. This exam will also include all Supplemental Material and information from the Instructor’s Insights. For students who have not missed any exams, this exam can replace your lowest exam score and thus improve your grade in this course! If you have your desired grade, the comprehensive voluntary final exam is not required. Taking the fifth exam cannot hurt your grade!! It is intended to potentially help your grade but cannot hurt your grade. Note: Your grade depends ONLY on the total points you achieve.

Each required exam will consist of 50 multiple choice questions worth 2 points each or 100 questions worth 1 point each. (I will let you know before each exam in an Announcement). The optional cumulative exam (the fifth exam) has 100 questions worth 1 point each. Each required exam will be open for 24 hours, from midnight to midnight (00:00-23:59 or 12:00 am-11:59 pm). The optional cumulative exam will be available until Thursday night at midnight of finals week (May 11). Please see the course calendar for dates.

GRADING:
Your final grade depends strictly on points you accrue and will be calculated as follows:

| 4 Quizzes over Supplemental Materials/Instructor Insights | 20 points (10 pts bonus) |
| 18 Chapter Content Quizzes (18 @ 5 points each) | 90 points |
| 4 Exams worth 100 points each | 400 points |
| **Total** | **510 points** |

To make an A you will need to make 450 – 500 points
To make a B you will need to make 400 – 449 points
To make a C you will need to make 350 – 399 points
To make a D you will need to make 300 – 349 points
To make an F you will need 299 points or less.
(You will have to really work to fail this class)!

5 Additional bonus points may be offered (surveys) 05 points (bonus)
For all quizzes and exams, you must use the LockDown Browser and Respondus (Webcam):

Following department policy, students must take proctored exams without the use of books, notes, or other study aids. It is very important that you download the lockdown browser you will need to take your exams and test everything using the Practice Exam located in blackboard. Do not wait until it is time to take an exam to start this process!

If you do not have access to a webcam, you will need to make arrangements to take your exam in the Testing Center, located on campus in Sage Hall Room 130. Contact me no later than 3 WEEKS BEFORE an exam to work out the details if you want to have this option for an exam. Please re-read page 4 carefully since only your professor can make your reservation (time and date) and your professor must also either be there at Sage Hall with you or must be accessible by phone.

Please carefully read and follow the instructions provided next.

This course requires the use of LockDown Browser and a webcam for online exams. The webcam can be built into your computer or can be the type that plugs in with a USB cable. Watch this short video to get a basic understanding of LockDown Browser and the webcam feature. A student Quick Start Guide (PDF) is also available (Blackboard Learn). Download and install LockDown Browser from this link:


To ensure LockDown Browser and the webcam are set up properly, do the following:

- Start LockDown Browser, log into Blackboard, and select this course.
- Locate and select the Help Center button on the LockDown Browser toolbar.
- Run the Webcam Check and, if necessary, resolve any issues.
- Run the System & Network Check. If a problem is indicated, see if a solution is provided in the Knowledge Base. Troubleshooting information can also be emailed to the help desk.
- Exit the Help Center and locate the practice exam named Practice Test in the Exam folder.
- Upon completing and submitting the practice quiz, exit LockDown Browser.

When taking an online exam that requires LockDown Browser and a webcam, remember the following guidelines:

- Ensure you're in a location where you won't be interrupted
- Turn off all other devices (e.g. tablets, phones, second computers)
- Clear your desk of all external materials not permitted — books, papers, other devices
- Remain at your computer for the duration of the test
- If the computer or networking environment is different than what was tested above, repeat the Webcam and System checks prior to starting the test
- To produce a good webcam video, do the following:
  - Do not wear a baseball cap or a hat with a brim
  - Ensure your computer is on a firm surface (a desk or table) — not on your lap, a bed, or other surface that might move
  - If using a built-in webcam, avoid tilting the screen after the webcam setup is complete
  - Take the exam in a well-lit room and avoid backlighting, such as sitting with your back to a window
- Remember that LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted.
Your professor has confirmed that the Sage Hall Computer-Based Testing Center (please re-read page 4) has the LockDown Browser and Respondus on all of their computers.

After each exam, I will review the video logs taken during testing. Trusting YOU to be honest, only those with evidence of cheating during an exam will be contacted. Video evidence of cheating during an exam will be retained and used during a university hearing if necessary. (As an FYI, I serve on the Student Code of Conduct Committee for UNT).

SCHOLASTIC CODE OF CONDUCT:

Here is the link to the UNT Policy on Academic Integrity that governs student standards on academic integrity and issues related to academic dishonesty. Violation for any noncompliance with university policy will be strictly enforced.

POLICY FOR STUDENTS WITH DISABILITIES:

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the Office of Disability Accommodation website at http://www.unt.edu/oda. You may also contact them by phone at 940.565.4323.

Special Note about Blackboard Learn. Blackboard Learn is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Blackboard Learn complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and those using assistive technologies, such as screen readers, to fully use the software.

NOTICE TO F1 VISA HOLDERS:

For F–1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F–1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].
UNIVERSITY OF NORTH TEXAS COMPLIANCE:

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. If such an on-campus activity is required, it is the student’s responsibility to do the following:

1. Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

2. Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose, and it is the student’s responsibility to provide this form to the instructor as directed. F-1 Visa holders may be required to attend weekly scheduled office visits throughout the term.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

SPOT:

The Student Perceptions of Teaching (SPOT) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. It is critical that you take a few minutes to participate in the SPOT as constructive feedback is very important, and it provides information I need to continually improve the quality of the course and it is a huge part of my annual evaluation since I am on the teaching track. A departmental teaching evaluation may also be administered. All students should fill out this survey as well. Most importantly, YOU are my priority! I have made available for you all of my contact information on the last page of this syllabus. If for some reason you do not receive an immediate response from me, this usually means I did not receive your question or communication. In this case, please resend your e-mail or call me! My desire is to serve you both during this semester and afterwards.

IMPORTANT UNIVERSITY SEMESTER DEADLINES FOR SPRING, 2018

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-16</td>
<td>UNT classes begin</td>
</tr>
<tr>
<td>02-23</td>
<td>Last day to drop with written consent of instructor with a W even if failing</td>
</tr>
<tr>
<td>02-24</td>
<td>Last day to withdraw or drop with an automatic WP even if failing.</td>
</tr>
<tr>
<td>03-12-18</td>
<td>SPRING BREAK</td>
</tr>
<tr>
<td>04-02</td>
<td>Last day to drop with consent of your professor</td>
</tr>
<tr>
<td>04-20</td>
<td>Last day to withdraw from all courses for the semester.</td>
</tr>
<tr>
<td>05/05-11</td>
<td>Final Exams</td>
</tr>
</tbody>
</table>
The following is a tentative class schedule. The instructor reserves the right to alter this schedule as circumstances may dictate. Changes will be communicated through Announcements on Blackboard.

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignments Available</th>
<th>Assignments Due on Tuesdays</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/16</td>
<td>Welcome Folder Activities Available, Chapters 1-4 available</td>
<td></td>
</tr>
<tr>
<td>1/23</td>
<td>Listen to Supplemental Materials and Read Instructor Insights</td>
<td>Welcome Folder Activities due</td>
</tr>
<tr>
<td>2/06</td>
<td></td>
<td>Quizzes over Chapters 1-4; Instructor Insights/Supplemental Quizzes Due</td>
</tr>
<tr>
<td>2/13</td>
<td>Exam 1 (12:00 am, midnight) opens</td>
<td>Exam 1 (11:59 pm, midnight) Closes</td>
</tr>
<tr>
<td>2/14</td>
<td>Chapters 5-8 materials and SMV/II available</td>
<td></td>
</tr>
<tr>
<td>3/06</td>
<td></td>
<td>Quizzes 5-8 Due</td>
</tr>
<tr>
<td>3/12-18</td>
<td>SPRING BREAK</td>
<td></td>
</tr>
<tr>
<td>3/20</td>
<td>Exam 2 (12:00 am, midnight)</td>
<td>Exam 2 (11:59 pm, midnight)</td>
</tr>
<tr>
<td>3/20</td>
<td>Chapters 9-13 materials available</td>
<td></td>
</tr>
<tr>
<td>4/3</td>
<td></td>
<td>Quizzes 9-13 Due</td>
</tr>
<tr>
<td>4/10</td>
<td>Exam 3 (12:00 am, midnight)</td>
<td>Exam 3 over 9 – 13, Supplemental Materials and II (11:59 pm, midnight)</td>
</tr>
<tr>
<td>4/10</td>
<td>Chapters 14-18 materials and quizzes available</td>
<td></td>
</tr>
<tr>
<td>4/30</td>
<td></td>
<td>Quizzes 14-18 due</td>
</tr>
<tr>
<td>5/1</td>
<td>Exam 4 (12:00 am, midnight)</td>
<td>Exam 4 (11:59 pm, midnight)</td>
</tr>
<tr>
<td>5/7 - 5/10</td>
<td>Exam 5 (Optional Cumulative Exam) to be taken anytime in this window</td>
<td>Grades due in to UNT’s Registrar by Monday, May 14 at 1pm</td>
</tr>
</tbody>
</table>
THANK YOU for the privilege of working for and with you during this fall semester. If ever (during this semester and even after you graduate) I can help you, please email me at Donna.Ledgerwood@Gmail.com or at Donna.Ledgerwood@UNT.edu.

If you do not receive an immediate response from me when you send an e-mail, please feel free to call or text me on my cell: 214-704-4484 or leave a message at my office: 940-565-3157. Although I hold limited office hours (Fridays 11am – 1pm) due to being an on-line professor this semester, I will be at UNT for committee meetings and other activities. I am a College of Business Student Mentor and may be able to meet you in my office: BLB 379A. I also have to be present if you request testing in the Sage Hall Testing Center.

Please know that I will make every effort to help you learn for YOU this semester! Let me know how I can help.