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Email: rusty.karst@tamucc.edu

Course Description
The course is a graduate level study of individual, group, and intergroup behavior within organizations. Issues discussed include personality differences, power, politics, interpersonal relations, conflict management, work environment, satisfaction, performance, and team building.

Course Purpose
The purpose of this course is to provide the student with a strategic perspective of organizational behavior and its impact/influence on decision making and performance. Such understanding will be emphasized within a framework that focuses on ethical business behavior and the implications of individual and organizational ethics in building long-term organizational relationships, and meeting the challenges of a global economy.

Learning Objectives
By the end of this course, the students will have:
1. An enhanced ability to manage organizations and their members by improving the skills for identifying causes of organizational events and devising action plans for influencing future events and behaviors.
2. An increased understanding of the roles of theory and research in management decision making.
3. Additional critical thinking skills for identifying organizational dynamics based on existing theories and research as applied to case-study analysis.
4. Interpret and integrate concepts and strategies into business practices.
5. Develop a working relationship with contemporary management challenges for the purpose of understanding, developing, analyzing, and preparing for consideration of management decisions.

Blackboard
This class is up on Blackboard (https://bb9.tamucc.edu/). Please check Blackboard often. There you will be able to access class material as well as your grades.

Blackboard Mobile App – Mobile Learn
**Course Materials:**

**REQUIRED:**  XXX (Cost: $34.00)

1) Some articles can be found on Blackboard; denoted with a (B) in the schedule
2) Most cases and the remaining articles should be purchased from the Harvard Business School Publishing link above.

**OPTIONAL (additional textbook if desired)**

**Grades**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Grade</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Quizzes</td>
<td>175</td>
<td>A</td>
<td>270-300</td>
</tr>
<tr>
<td>Group Discussions</td>
<td>55</td>
<td>B</td>
<td>240-269</td>
</tr>
<tr>
<td>Worksheets</td>
<td>45</td>
<td>C</td>
<td>210-239</td>
</tr>
<tr>
<td>Assessments/Reflections</td>
<td>25</td>
<td>D</td>
<td>180-219</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>F</td>
<td>&lt;179</td>
</tr>
</tbody>
</table>

Grades are based upon point accumulation NOT averages.

**Weekly Quizzes**

Each week you will take quizzes over the assigned readings and the material covered for that week. There are two quizzes each week. In the first quiz, open the first half of the week, the questions will be generally fact-based and are designed to test whether you have read the material thoroughly. These reading quizzes will be worth 10 points each. Once you log into the quiz, you will be given 45 minutes to complete it. The second quiz, open the second half of the week, will consist of multiple choice, short answer, and/or essay questions over the material from the PowerPoints. These quizzes will be worth 15 points each. Once you log into the quiz, you will be given 30 minutes to complete it. All quizzes MUST be completed by their respective due dates.

No late quizzes will be accepted. Once you begin the quiz you MUST complete it at that time. If you stop before you answer all the questions, you will only receive credit for those questions answered – regardless of why the quiz was not completed. Please make sure that you have a reliable internet connection before you begin! There will be NO makeup quizzes.

**Worksheets**

On weeks, you do not have both case and an assessment you will complete a worksheet. Four will be over TED talks (the links will be provided in Blackboard). You will watch the TED talk and then answer the questions on the worksheet. The other will be an analysis of two ethical dilemmas. You will analyze a set of ethical dilemmas and response based on the material covered. All worksheets should be uploaded to Blackboard by the due date in a Word document – no other formats will be accepted. Late work will NOT be accepted.
Group Case Discussions
You will self-select into a group. I will not assign you to one. Within your groups you will participate in several discussion boards. Most weeks you will read a case study dealing with the topic for that week. In those weeks, your group will respond to 5-6 questions about the case. Discussions will be open for one week.

You may post either an original response to the questions or a substantive response to one of your group member’s posts for at least 3 of the questions. You must respond in some manner to all questions for the week. All groups will receive the same questions. The final post for each question must be the group’s answer to the question.

A note about online discussions: Discussions require the back-and-forth exchange of facts, experiences and opinions. These should be treated as “conversations” about the cases. As such, the starting grade for this assignment will be dependent upon the quality of answer given by the group. Your grade may be lowered compared to the group, if you did not participate as required.

Assessments
Most weeks will involve some kind of self-assessment that will help you better understand your own managerial skills, work style, and job role. After you complete each self-assessment (please include your score in the document) you will write a short (1 paragraph – min 250 words – to max of 1 page) reflection of what you learned from the assessment about yourself as a manager. If your results confirmed your expectations, you can note that, but if they were different note that as well. The intention of the assignments is to help you apply what we are learning in class to your own job and/or organization and promote your development as a manager. This is possible even if you are in an individual contributor role or are currently not working, as you can apply management skills to all facets of your life and all productive tasks in which you work with others. All assessments/reflections should be uploaded to Blackboard by the due date in a Word document – no other formats will be accepted. Late work will NOT be accepted.
Class Policies

Copyright/Plagiarism
The handouts used in this course are copyrighted. By "handouts," I mean all materials generated for this class, which include but are not limited to self-assessments, exams, problems, course content materials, review sheets, etc. Because these materials are copyrighted, you do not have the right to copy them, unless I expressly grant permission.

As commonly defined, plagiarism consists of passing off as one's own the ideas, words, writings, etc., that belong to another. In accordance with this definition, you are committing plagiarism if you copy the work of another person and turn it in as your own, even if you have the permission of that person. Plagiarism is one of the worst academic sins, for the plagiarist destroys the trust among colleagues without which ideas and research cannot be safely communicated. If you have any questions regarding plagiarism, please consult the university rules at the above website.

Citations
APA style is the only accepted method used for citations and referencing during this class. All work should be paraphrased rather than copied directly. Material used from sources other than the text should use APA style citations and references. Follow the sixth edition of the Publication manual of the American Psychological Association (APA) and related electronic resources for all citations and references.

APA Citation Information: http://owl.english.purdue.edu/owl/

Academic Integrity
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in a zero the first time and failing the course for any additional offence.

Grade Appeals
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures.

These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html.
For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

**Withdrawal Policy**

It is the student’s responsibility to complete the course or withdrawal from the course in accordance with University Regulations. Students are strongly encouraged to verify their grade status before dropping a course after the first withdrawal date. It is also the student’s responsibility to determine whether it is a good idea to drop the class. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. A student who drops after the first withdrawal date may receive an “F” in the course if the student is failing at the time the course is dropped. Please note the last day to drop the course with a “W”.

**Students with Disabilities**

If you require accommodations for a disability, please consult with me at the beginning of the semester. Faculty members are required by law to provide “reasonable accommodation” to students with disabilities, but it is your responsibility to inform me of your disability at the beginning of the semester and provide me with documentation authorizing the specific accommodation.

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**Statement of Academic Continuity**

In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard, Connect, and/or email. If Blackboard is down, messages will be posted on the home page of Connect. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.
<table>
<thead>
<tr>
<th>Topic Covered</th>
<th>Reading Assignments</th>
<th>Assessment</th>
<th>Group Discussion</th>
<th>Worksheet</th>
</tr>
</thead>
<tbody>
<tr>
<td>½ Week 05/16 – 05/19</td>
<td>Go through syllabus, familiarize yourself with the course Self-enroll into a group (max of 5 people per group)</td>
<td></td>
<td>Introduce self to group</td>
<td></td>
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<tr>
<td>Week 1 05/20 – 05/26</td>
<td>Individual Behavior MBTI – Which One are You Talking To (B) Emotional Agility (B) Why Repressing Emotion is Bad for Business (B) Leading by Feel (B)</td>
<td>MBTI</td>
<td></td>
<td>Malcolm Gladwell TED Talk with worksheet</td>
</tr>
<tr>
<td>Week 2 05/27 – 06/02</td>
<td>Organizational Culture Southwest Airlines HBSP Case Leading by leveraging culture (B) What is organizational culture? (HBSP)</td>
<td>OCAI</td>
<td>SWA Case Discussion Board</td>
<td></td>
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<tr>
<td>Week 3 06/03 – 06/09</td>
<td>Extrinsic Motivation: Managing Performance and Incentives GE’s Two-Decade Transformation: Jack Welch’s Leadership HBSP Case “On the Folly of rewarding A, while hoping for B” (B) “Bonuses in Bad Times” (B)</td>
<td>GE Discussion Board</td>
<td>Dan Pink TED Talk with Worksheet</td>
<td></td>
</tr>
<tr>
<td>Week 4 06/10 – 06/16</td>
<td>Intrinsic Motivation: Needs and Job Enrichment Portman Hotel HBSP Case “One More Time: How Do You Motivate Employees? (B) “Know what really motives you” (B)</td>
<td>JDS</td>
<td>Portman Discussion Board</td>
<td></td>
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<tr>
<td>Week 5 06/17 – 06/23</td>
<td>Leadership &amp; Followership Managers and Leaders: Are They Different (B) The Manager’s Job: Folklore and Fact (B) Leadership Lessons of Mt Everest (B) What Leaders Look Like in Different Cultures (B)</td>
<td>Leadership &amp; Influence</td>
<td></td>
<td>Derek Sivers TED Talk &amp; Drew Dudley TED Talk with Worksheet</td>
</tr>
<tr>
<td>Week 6 06/24 – 06/30</td>
<td>Teams &amp; Conflict Henry Tam HBSP Case “How Management Teams Can Have a Good Fight” (B) Conflict Styles White Paper (B)</td>
<td>Conflict Handling Styles</td>
<td>Henry Tam Discussion Board</td>
<td></td>
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<tr>
<td>Week 7 07/01 – 07/05</td>
<td>Ethics &amp; Justice How (Un) Ethical Are You? (B) Fat Chance (B) Mommy Track Backlash (B)</td>
<td>Ethical Dilemma Discussion Board</td>
<td>Ethical Dilemma Analysis with worksheet</td>
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*** The professor reserves the right to change the syllabus if needed during the semester. However, you will be alerted to all changes through a posted announcement and email. *