

MGT 3101-C Organizational Behavior

Fall 2022

Instructor Information:

Yufei Zhong

Office: Scheller 4318

Email: yufei.zhong@scheller.gatech.edu

Course information:

Class Time: M & W, 12:30 pm-1:45 pm

Room information: Scheller 222

Office Hours: by appointment

“An organization, no matter how well designed, is only as good as the people who live and work in it.”

– Dee Hock, Founder and Former CEO of Visa Inc.

COURSE MATERIALS

A textbook is not required for this course!

Case Studies and In-class Activity Materials will be available on Canvas.

COURSE OVERVIEW AND OBJECTIVES

Class format: This class is designated as a fully residential experience (live and in-person).

Why should you want to study Organizational Behavior?

Historically, business school coursework on human behavior in organizations has received relatively little attention. You might be surprised by this. Perhaps you’re thinking, “But the people make the place”. You are absolutely right—organizations are only as effective as the people who comprise them. Should we not try to understand people in the workplace, as well as how we make decisions, communicate, and interact with one another? Over the last several decades, business schools and organizations have realized the significant role that interpersonal skills play. Understanding organizational behavior (OB) is important now more than ever. *We are in the midst of an OB revolution of sorts, one that is gaining traction year by year.*

A knowledge of OB and interpersonal skills is critical for your success and advancement in the workplace. In this course, you will be introduced to the theories and concepts that *help to explain the behavior of employees and groups within organizations*. You will analyze real-world cases of organizational behavior and discuss the broad implications that various types of behavior have for employees, teams, and organizational outcomes.

I love this course! I hope that by the end of the semester, you will develop a deep appreciation of the subject.

What should you be able to know and do by the end of this course?

- 1) You will have developed an understanding of OB concepts so that you can understand and analyze how organizations and the people within them work.
- 2) You will be able to apply OB concepts to address real-world dilemmas that arise in the workforce.
- 3) You will have developed skills in the following areas: Critical Thinking, Written and Oral Communication, Teamwork, and Leadership.

COURSE POLICIES

Attendance: Students should attend all scheduled class sessions. If unable to attend scheduled classes, students are responsible for informing the professor and making up all missed course materials. Although there is no grade for attending class, students may miss class activities and important course material for exams.

Technology: You are permitted to use laptops in class. However, if they become distracting, or it becomes clear that students are not paying attention to the course material, I reserve the right to ask students to put away their laptops. Cell Phones are not permitted in class.

Late assignments: Late work will be accepted for potential full credit only if you make prior arrangements with me. If you have made no prior arrangements with me, a 10% grade penalty will be deducted per day of delay. Partial days of delay will be rounded up.

EXPLANATION OF ASSIGNMENTS ** Extra credit opportunities available

Assignments	Points Possible	% of Grade
<i>Individual Assignments</i>		
Exam 1	100	20%
Exam 2	100	20%
Reflective Journals (7 journals x 10 points)	70	14%
Response to Case Questions (2 cases x 20 points)	40	8%
Participation in Case Discussions (2 cases x 20 points)	40	8%
Research Participation (Pass/Fail)	20	5%
Teamwork Analysis, self-reflection, and feedback	15	5%
Julia's New Job Exercise	15	5%
<i>Team Assignments</i>		
Consulting Project & Presentation	100	20%
Total	500	100%

Percentage	Points	Letter Grade
90 and above	450 and above	A
80-89.99	400-449.99	B
70-79.99	350-399.99	C
60-69.99	300-359.99	D
Below 60	Below 300	F

1. Exams (2 x 100 points)

During the semester, you will take two exams (consisting of a combination of multiple-choice, true-false, and/or short answers). These exams will cover information from the syllabus, course lectures, class activities, and case studies. Exams are not cumulative and will be closed-book. Practice questions and knowledge-retrieval exercises will be offered during the review session before each exam.

If you need special accommodations, let me know as soon as possible. You have the right to have your needs met.

2. Reflective journals (7 x 10 points)

Reflection is an important part of learning. At the end of each class, I will give you 5-10 minutes to reflect on the content that we read and discussed, noting your reactions in a journal. Please note that if we do not have enough time, you should finish their journal writing after class.

Key areas to address include what you learned, what surprised you, what was new information that will be helpful in your career, and/or what content contradicts or coincides with your experience with organizations or others (peers, leaders, etc.).

Each journal entry should be approximately 1 page (about 40 lines, typed, single-spaced, 12-point font size, 1-inch margins all around). Make sure to reference specific terms, concepts, and theories in your writing and reflection. You are required to submit 7 of 8 assigned journals throughout the course via “Assignments” in Canvas by **Fridays at 23:59**. You will be graded on both the quality and quantity of your journals (Pass: 10 points; Non-pass: 1 point for submission).

3. Case Studies: Responses (2 x 20 points) and In-Class Discussion (2 x 20 points)

We have two case studies scheduled for this semester. You will be asked to prepare for the case study discussion by reading the assigned cases and completing a series of questions prior to the in-class case discussion. While in class, you will be asked to participate at least one time during the discussion. The cases and case questions are provided on Canvas.

4. Research Participation (20 points)

You will have the opportunity to experience OB research first-hand by participating in OB research studies or writing a paper based on an empirical study.

Option 1—Participate in Research Studies

To complete this assignment, you will participate in approved business research studies/experiments. This will involve a total of 3 hours of your time outside of class and you will participate in 3 studies. You will be provided with more detail about this research

participation and will receive specific instructions for how to sign up for these studies throughout the semester.

Please be aware that if you are in another class that has a research requirement (e.g., Marketing), then you cannot count the studies you do for that class toward your research credit in this class. You must complete all three studies (or the full 3 hours) offered by the OB / HR department in order to receive credit via option 1. If you complete only 1 or 2 studies or participate, instead, in studies from other departments such as marketing, you will need to complete an abbreviated version of Option 2 for this portion of your grade.

Important: Recognize that if you wait until the last minute to sign up for the research studies, you may not be able to participate in all the studies and you will have to do the Alternative Paper Assignment to get credit for research activity. In addition, if you fail to show up at your scheduled time to participate, you may or may not be able to reschedule, depending on the remaining availability of slots in the research sessions. **It is your responsibility to make sure you are scheduled, show up, and receive credit for participating.**

If you have any questions related to research participation, please contact the lab manager (Mary Eve Spirou; mspirou3@gatech.edu).

Option 2—Alternative Paper Assignment

If you decide not to complete option 1 (the research studies), your other option to earn this credit is to write a **3-4-page** report about an empirical research article from an academic journal (an empirical article uses statistical techniques to analyze data). You should choose an article that investigates an OB-related topic from one of the following journals: *Journal of Applied Psychology*, *Academy of Management Journal*, or *Organizational Behavior and Human Decision Processes*. The article must be current, with a publication date on or after January 1, 2018. No exceptions will be made to these journal and publication date requirements. You should describe the hypotheses, methodology, and results and discuss the article's main conclusions. Your report should be in *12-point Times New Roman font, 1-inch margins, single-spaced*. If you choose this option, you must submit your article for approval by **11:59 p.m. on Wednesday, November 16 (upload a pdf of the research article to “Assignments” in Canvas)**. The final written report is due by **11:59 p.m. on Monday, December 5 via Canvas**.

*Note on how to find papers: <http://www.library.gatech.edu/> → click ejournals → put “journal name (e.g., Academy of Management Journal)” in the title box → Full Text Online: EBSCOHost → click search within the publication → click advanced search → put “the title or author name(s)” in the search box → you can find the readings.

5. Julia’s New Job Exercise (15 points)

Experience the challenges of starting a new job with Julia through an interactive case created by the genius minds at Scheller! In this interactive case exercise, you will learn about Julia, a senior business major, and her story of adjusting to a new job.

You will respond to all questions in 4 case studies on the topics of Stress, Motivation, Teamwork, and Leadership. Each questions requires a brief answer (2-3 sentences). The completion of each case study will earn you 3 points. You will receive an extra 3 points if you complete ALL four case studies.

The case story and questions are available at <https://juliasnewjob.com/> (password: julia). After answering the questions, please send your responses to your email, and then copy-paste the email into a word document for Canvas submission. There is no set deadline for each case submission, but you must submit your responses by the last day of class. The case number associated with the lecture topic is listed on the schedule table.

6. Consulting Project & Presentation (100 points)

Teamwork is an important part of OB. Therefore, to learn more about teamwork, I want you to experience working in teams in this class and to have the opportunity to reflect on it. You will work in a team of 4 for an integrative team consulting project.

Your team will provide consulting services to an organization experiencing problems with OB-related issues. This problem might be related to motivation, conflict, turnover, leadership, etc. Your team will use the theories and concepts you have learned in this class to suggest solutions to the company's problems.

There are three aspects to this project.

- i. Group Presentation (60 points): A 15-minute group presentation on identified problems and proposed solutions.
- ii. Team Progress Reports (2 x 20 points): To help you better manage the final project, I will assign 3 days for your team to work together. There will be two team progress reports, documenting the ideas your team have generated, to be submitted. Only one member per team needs to upload the report on Canvas by 11:59 pm on 10/12 and 11/21.
 - *Consulting project workday 1 (10/12)*: You will complete team progress report 1 on this day. In this report, you should write about the organization you chose for the consulting project, the problems/strengths you identified, and the approaches to solutions or reflections/general directions. The report should be 2 pages long (Times New Roman, 12-point font, double spaced, 1-inch margins all around).
 - *Consulting project workday 2 (11/16) & 3 (11/21)*: You will complete team progress report 2 on these days. In this report, you should write about the general solutions you identified to solve the problems and why they make sense. The report should be 2 pages long (Times New Roman, 12-point font, double spaced, 1-inch margins all around).
- iii. Teamwork Analysis, Self-Reflection, and Feedback (15 points): The aim of this assignment is twofold: to help you reflect on the *process* of your team project; and to allow you to practice *providing feedback* to yourself and others. You will receive a list

of guiding questions, each to be answered in about 3 sentences (Times New Roman, 12-point font, double spaced, 1-inch margins all around). *Tie your analysis to the OB constructs and theories.* Be constructive and civil when providing feedback. *Your team should coordinate to determine a way of sharing your analysis and feedback with each other*—e.g., BlueJeans meeting, email, in-person meeting, phone call, etc.

7. Extra Credit

- i. Resumé (5 points): Every professional must have an up-to-date resumé. If you haven't created a resumé yet, or if you haven't updated your resumé recently, now is your chance. The Career Center (career.gatech.edu and career.gatech.edu/crafting-resume) may be able to help.
- ii. CIOS Survey (2%): At the end of the semester, there will be an opportunity to earn two percentage point added to your overall grade via the CIOS survey. If the class reaches a response rate at or above 70%, I will add two percentage points to your overall grade.

Week	Date	Topic and activity	Assignments Due and Important Dates
1	Mon, 8/22	Course Overview & Introduction to OB	Read the syllabus
Part 1: Understanding Yourself and Others			
1	Wed, 8/24	Personality and Values 1	Deadline for Registration/Schedule Changes: 8/26, Friday
2	Mon, 8/29	Personality and Values 2	Journal #1: Introduce Yourself due on Friday (9/2)
2	Wed, 8/31	Motivation 1	Consulting project teams assigned
3	Mon, 9/5	Labor Day [NO CLASS]	
3	Wed, 9/7	Motivation 2 (Julia's New Job Exercise: Case study 2)	Journal #2 due on Friday
4	Mon, 9/12	Trust and Justice 1	
4	Wed, 9/14	Trust and Justice 2	Journal #3 due on Friday
5	Mon, 9/19	Emotions and Moods	
5	Wed, 9/21	Stress (Julia's New Job Exercise: Case study 1)	Journal #4 due on Friday
6	Mon, 9/26	Attitudes and Job Satisfaction	
Part 2: Making and Implementing Decisions			
6	Wed, 9/28	Perception and Decision-Making 1	Journal #5 due on Friday
7	Mon, 10/3	Perception and Decision-Making 2	
7	Wed, 10/5	<u>Review and Q&A Session</u>	
8	Mon, 10/10	EXAM 1	
8	Wed, 10/12	Consulting Project Workday 1	Team Progress Report 1 due on Friday
9	Mon, 10/17	Fall Break [NO CLASS]	
9	Wed, 10/19	Leadership and Social Influence 1 (Julia's New Job Exercise: Case study 4)	Journal #6 due on Friday
10	Mon, 10/24	Leadership and Social Influence 2	
10	Wed, 10/26	Case Study 1	Response to Case 1 Questions due before class Journal #7 due on Friday
11	Mon, 10/31	Groups and Teams (Julia's New Job Exercise: Case study 3)	
Part 3: Understanding Groups and Organizations			
11	Wed, 11/2	Organizational Structure and Culture	Journal #8 due on Friday
12	Mon, 11/7	Case Study 2	Response to Case 2 Questions due before class
12	Wed, 11/9	<u>Review and Q&A Session</u>	
13	Mon, 11/14	EXAM 2	
13	Wed, 11/16	Consulting Project Workday 2	Research Participation (option 2) Chosen Article due
14	Mon, 11/21	Consulting Project Workday 3	Team Progress Report 2 due
14	Wed, 11/23	Student Recess [NO CLASS]	
15	Mon, 11/28	Consulting Project Presentation Day 1	Team Presentation Slides due before class
15	Wed, 11/30	Consulting Project Presentation Day 2	
16	Mon, 12/5	Consulting Project Presentation Day 3 & Course Wrap-up	Teamwork Analysis, Self-Reflection, and Feedback due Research Participation (option 2) Written Report due