Instructor Information
Dr. Katie Pritchett
Office: GSB 4.126D
Office Hours: Monday & Wednesdays 12:30-1:30pm
Always happy to schedule an appointment or host virtual office hours.
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Course Description & Learning Objectives
This is an advanced course in organizational behavior designed to give you exposure to essential theories and concepts for analyzing, understanding, and managing human behavior in organizations. In this course we will tie concrete organizational situations to essential theories and effective management practices. In this course, we will investigate:
- Individual behavior: personality, decision-making, networks, & ethics
- Interpersonal behavior: teamwork, conflict, leadership, power and influence
- Organizational factors affecting behavior: reward systems, culture, and org design

Although this course covers many topics listed above, we will take a “teams-oriented” approach. Virtually all employees must work within a team context and learn how to manage their own performance and careers by working with and through others. In this class, working with teams will let you practice and evaluate your effectiveness at problem solving, managing, communicating and working with others towards the specific goals outlined in the course.

My specific learning objectives for this course are to help you:
- Manage individuals for high performance by developing your understanding of individual and interpersonal behavior, including your own personality and strengths
- Manage groups for high performance by exposing you to theoretical and practical knowledge of group dynamics and effective team building
- Understand the challenges of leading during change
- Apply critical reasoning techniques to analyze a real organizational structure and functions, to capitalize on organizational competencies and to address weaknesses

Prerequisites
Required classes: BA 324 or BA 324H and credit or registration for 3 hours of psychology, sociology, or anthropology
Expected skills: Basic writing skills, including grammar and mechanics; Computer skills, including the ability to create PowerPoint presentations, communicate via email, and use the Internet
Ethics Flag Note
This course carries the Ethics flag. Ethics courses are designed to equip you with skills that are necessary for making ethical decisions in your adult and professional lives. You should therefore expect a substantial portion of your grade to come from assignments involving ethical issues and the process of applying ethical reasoning to real-life situations. In this course, ethics are covered throughout chapters in the textbook, additional readings, class discussions, and a project.

Required Course Materials
Students must secure the following materials to be successful in this course:

1) TEXTBOOK: We will use the following textbook for class:
   M: Organizational Behavior with Connect Access Card.
   ISBN: 9781260588224
   Loose-leaf version with Connect Access Card
   Students should secure this book bundle through the CO-OP or direct from McGraw Hill to ensure the most cost-effective method of receiving the book (or e-book) and access to the Connect system for various required assignments.

2) SQUARECAP ATTENDANCE & ENGAGEMENT TECHNOLOGY:
   Students are required to have an account with SquareCap. [NOTE: Your subscription covers you for all classes for the semester. So if you need it for another class, you’re already covered!]
   Register on Squarecap.com and start bringing your smartphone, laptop, or tablet to class.
   For sign-up support, please visit the website: https://support.squarecap.com/hc/en-us/articles/115001358353-Student-handout-Canvas-Sign-In-schools-
   SquareCap normally charges a $12 fee for the semester but I have worked out a 20% discount for my students ($9.60 total). SquareCap has a 2-week free trial for your use and you must purchase a subscription on the Squarecap website by the third week of class. It is very important to note:
   1. Subscriptions cannot be purchased using the student phone/tablet app. You must go through the website.
   2. When you register on Squarecap.com, make sure to connect your Canvas account from my class to receive the discount.
   3. It is your responsibility to make sure you are registered with SquareCap and you are receiving attendance credit on Canvas. Official attendance begins on the second day of class, and the instructor will not go back and post any old attendance points earned.

3) BIG 5 ASSESSMENT:
   A core learning objective of this course is for you to learn how to collaborate and innovate in teams with people you may not know. In order to facilitate this development, we will use the CliftonStrengths tool—used by hundreds of companies around the world. This assessment will be beneficial to you far beyond this class, as it will teach you how to leverage your own personality strengths in a group and manage others with different strengths. [NOTE: This is a free tool, but it is required. More details will be shared in class.]

4) OTHER MATERIALS:
   We will use a variety of articles, videos, and podcasts to further understanding of foundational course concepts. These materials will be posted to the Canvas site under the “Modules” section. Although free of charge, these materials are required, and it is your responsibility to access them prior to the assigned class.
Instructor Communication
Please consult the TA with questions about grade entry, case assignments, and attendance.

Please put “MAN 336” in the subject line of all e-mails. E-mails without this subject line risk not being seen or answered. Include your full name in your e-mail. Keep questions clear and direct, but respectful. It is very hard to answer emails that do not have a clear question(s).

Remember to consider the audience in your e-mail communication. Please keep communication professional and polite. Any communication with unprofessional/rude tone or content will not be answered, will have a direct negative effect on your Attendance/Professional Conduct grade, and may require you to meet with the instructor.

You are welcomed and encouraged to come to my office hours to introduce yourself and chat.

Key Topics Covered
The course content will cover organizational behavior topics at the individual, interpersonal, and group/organizational levels.

Individual:
I. Decision making biases
II. Employee motivation and attitudes
III. Personality

Interpersonal:
IV. Justice and conflict
V. Diversity and difficult conversations
VI. Ethics
VII. Leadership
VIII. Negotiations

Group/Organizational:
IX. Creativity and innovation
X. Groups and teams
XI. Bureaucracies and change management
XII. Organizational culture
Assignments

Students must raise any calculation or error with the professor within one-week of the posting of an assignment grade, including official recorded attendance. After this time period, grades are no longer up for discussion. Assignments are listed in five categories:

In-Class Exams: 30%
There will be two in-class exams (15% each/exam). The exams will cover material from lectures, assigned cases, and assigned readings. There are no make-up exams. See Exam Policy (p. 6)

Chapter Quizzes - 10%
Students are assigned 10 chapter quizzes throughout the semester to reinforce course concepts through the readings. Only 9 of the 10 quizzes will be counted toward a student’s final grade. At the end of the semester, the lowest chapter quiz score will be dropped and not factored in to a student’s final grade (including zeros if a student misses a quiz).

Students should read the chapter material before taking a Chapter Quiz. Generally, students score much higher on Chapter Quizzes (and spend less time) after reading the material. Students are encouraged to read the text using the online SmartBook. I encourage students to either read the assignment using the SmartBook mechanism because it tests your understanding of the material as you move through the chapter. Through SmartBook, I also select the learning objectives that are most relevant to the course, which minimizes the content for which you will be tested.

Cases and Application Assignments - 30%
Case-based learning is an important pedagogical tool to ensure students can apply course concepts to the real world. Some cases will require students to submit a written document response with a partner. Some cases may include a video/audio file and require students to answer questions. Formats for case responses will vary; instructions will be given in class and on Canvas.

Engagement Checks will be distributed at random throughout the semester. These checks will be closed-book (no notes or discussion allowed) and generally consist of questions based on any combination of: the most recent lecture and/or class discussion, the class readings or case study assigned on that day, and/or responses to an in-class activity. These assessments will be used to check for comprehension of certain topics and students’ engagement with the material.

NOTE: Each Engagement Check is worth 10 points. Your one lowest Engagement Check score will be dropped at the end of the semester. This policy allows flexibility in the event of one missed Engagement Check during the semester.

This course has an Ethics flag. Almost all assignments and cases, including exams, will touch on the topic of ethics. Additionally, students will be assigned an Ethics Module.

Team Project - 30%
Students will engage in “experiential learning” by working together in teams to assess management concepts in real-time for a real organization over the course of the semester. Requirements and milestones for this assignment will be provided on Canvas and in class.

Participation and Professional Conduct
Students are expected to attend class regularly and participate actively in discussion. Participation is tracked by the professor and negative points will be assigned to students who do not engage in class discussion throughout the semester.

Students are expected to attend class regularly. Attendance is taken every class meeting. Students will be docked one percentage point from their overall course grade for every absence over three missed class periods. See the Attendance Policy listed below for more detail.
Grading
This is a required course for all McCombs students; thus, it is subject to the BBA Grading Guidelines, which was adopted by the Undergraduate Program Committee in 2013. According to these guidelines, the average GPA for your class session should fall within 3.0-3.2 GPA.

Grading is based strictly on mastery of course material. To make your desired grade in this course, your exam scores, homework, and attendance record must earn the points tied to the grade-level standards indicated below:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94 and above</td>
</tr>
<tr>
<td>A-</td>
<td>90-93.9</td>
</tr>
<tr>
<td>B+</td>
<td>88-89.9</td>
</tr>
<tr>
<td>B</td>
<td>84-87.9</td>
</tr>
<tr>
<td>B-</td>
<td>80-83.9</td>
</tr>
<tr>
<td>C+</td>
<td>78-79.9</td>
</tr>
<tr>
<td>C</td>
<td>74-77.9</td>
</tr>
<tr>
<td>C-</td>
<td>70-73.9</td>
</tr>
<tr>
<td>D+</td>
<td>68-69.9</td>
</tr>
<tr>
<td>D</td>
<td>64-67.9</td>
</tr>
<tr>
<td>F</td>
<td>59.9 and below</td>
</tr>
</tbody>
</table>

The final grade assigned in the course is an informed and final evaluation. It is not open for discussion or negotiation. There is no curve or grade rounding. Any lobbying efforts (i.e. asking for a higher grade because you want one, need one, etc.) will not be tolerated. No additional extra credit assignments are offered to individual students.

Meeting Your Grade Goals
Review this syllabus and the course requirements carefully. There are many opportunities provided to help you succeed in this course. However, you must take advantage of them throughout the semester since the assignments are time-limited.

Please note that grades are based on your output, not your effort, nor your improvement. I expect upperclassmen to have the time management skills to evaluate course requirements and complete them on time, or accept the consequences of their choices with the maturity of seasoned students.

Please see me for guidance early in the semester if you are not meeting your grade goals. I am happy to assist you in using this information to devise a more successful study system. I expect you to treat teaching assistants and me with respect when seeking guidance about your grade in this class. In particular please begin questions about grades, homework, or exams with a tone of inquiry (e.g. “help me understand why this answer is correct/not correct…”) rather than advocacy (“this answer is wrong” or “my answer is right”).

It is always disappointing to hear from students at the end of the semester that did not take advantage of attendance, chapter quizzes, and/or homework and then are only one or two points away from a higher grade. Do not be one of them! All choices have consequences – even ‘right’ ones – so skipping class/studying less to meet other legitimate life needs does not excuse you from getting the grade you earn in this class. **The instructor will not discuss or consider any grade changes at the end of the semester (regardless of special circumstances, catastrophes, improvement, good intentions, needs, desires, etc), so please put your effort into this class throughout the semester and/or accept the consequences of your choices.**

During the semester, homework quiz/case grades, exam grades, and attendance points will be posted on Canvas. Raise questions about potential data entry or calculation errors with the TA within one-week of grade posting. After this point, grades may not be open for discussion.

During the semester, you may use Canvas to see your current grade calculation (calculate grade based only on graded assignments). However, please remember to turn off this function (count missing grades as 0) near the end of the semester to evaluate your Chapter Quizzes and Engagement Checks correctly (dropping any you did not complete or have low scores). With the
final grade calculation function turned on, Canvas will drop a certain number of the lowest homework grades (final number announced in class and on Canvas). When this function is turned off, Canvas will assign zeros to un-opened assignments and correctly calculate your actual final homework grade. **Note that the Canvas default for this function is turned ON, and you must turn it OFF (uncheck the box) each time you look at your grade page. The function box is located on the right side of your grade page and looks like this:**

![Calculate based only on graded assignments]

**Exam Policy**
Your submitted scantron will be the sole source for an exam grade, so be sure to fill out your scantron carefully during each exam.

**No make-up test dates or times will be provided.** An earlier alternative test date may be provided at the discretion of the instructor for students who have a planned exigency (such as a university event or job interview). **You must contact the instructor to request an early exam date at least ten (10) days before an exam.**

A make-up exam may be provided at the discretion of the instructor based on documented, unplanned, medical exigencies. You must contact the instructor and all decisions will be on a case-by-case basis. Make-up exams will be in a different format (all essay) and a 20% late penalty may also apply. You must contact the instructor and all alternative exam date decisions will be made on a case-by-case basis.

Students who have **special accommodations for testing must present their letter of accommodation (approved from the Dean of Students SSD office) to Dr. Pritchett at least two weeks prior to an exam in order to be accommodated.**

Students will be given a specific review period for each exam—announced through Canvas. Once that period has expired, exams are no longer eligible for review.

**Assignment Submission/Late Work Policy**
Assignments are due before the beginning of class, unless stated otherwise. **Late assignments are NOT accepted.** A grade of zero will be assigned for any missed deadline. [Note: Canvas time-stamps assignment submissions so that instructors can see exactly when they were uploaded.]

**Attendance/Punctuality Policy**
Since MAN 336 teaches both conceptual knowledge and application of skills, daily attendance and active participation in the class are required. Students should view class attendance as they would work attendance and communicate to their peers and instructor in an appropriate manner. Please see below for important attendance policies:

- There is no such thing as an excused absence in this class.
- Each student is allowed up to “free” 3 absences for any reason without grade consequence. This includes absences due to illness, emergency, outside employment/organizational commitments, religious holidays, and McCombs commitments. Be smart and strategic; don’t use all your absences in the beginning of the semester!
- For each absence beyond the allotted three “free” absences, 1 percentage point will be deducted from your overall course grade. (e.g. You end the semester with a 90, but missed 4 classes. Thus, your final grade is reduced to an 89.)
- Attendance points are earned by responding (with your Internet-connected device) to questions posed in class. You must participate in all posed questions during a particular class period to get credit for attendance that day.
• You must be present and use your own registered device for attendance credit. Students must also be inside the classroom (not in the hallways or adjacent rooms) to earn credit for attendance. **Allowing another student to use your SquareCap account, using another student’s account, or signing in from outside the classroom and responding to attendance questions are all violations of scholastic integrity requirements and will result in reports to the SCAI office and a final grade penalty of 10% - a full letter-grade deduction.** The instructor will randomly verify attendance during the semester.

• A student must have a working device to participate in the attendance questions. A student who misses the attendance questions due to any reason (e.g. late to class, low battery, etc.) will not receive attendance credit for that day.

• Students’ can refer to their official attendance record in Canvas. Any student who has a discrepancy or question about their attendance in the way it is recorded on Canvas must raise the issue to the professor **within one** week of the class in question. Otherwise, what is recorded in Canvas will not be eligible for review.

• This system is designed to reward those students who make class attendance a priority. All sections of MAN336 have some system of rewarding attendance. Students with other priorities (e.g. activities, jobs, etc.) are welcome in this class and can certainly achieve a passing grade by completing the homework, doing the assigned readings, and taking the exams, but they should not expect an A.

• You are ONLY required to notify me of an absence if you will miss an in-class assignment. In that case, you must inform me at least **48 hours before the due date** to set up alternative arrangements. **NOTE: You must provide at least 10 days notice for a missed exam. Also, group presentations are considered in-class assignments and are due on your assigned date/time. You must be present. There are NO make-up speeches. Only in extenuating circumstances, discussed case-by-case, can a speech be delivered after the due date, but it will come with a significant late penalty (up to 50%).**

• If absent, get in-class instructions from a classmate. Only after receiving instructions from a classmate should you contact me for handouts or with additional questions. **Tip: Do not ask me if you missed anything or if we did anything important – the answer to both questions will always be, “Yes, of course.”**

• The instructor reserves the right to assign an F to any student who misses 5 or more classes and/or scheduled meetings.

In general, it is always best to speak with me about an issue BEFORE it occurs, so we can work together to find a fair solution together.

Students with personal or family emergencies should register their situation with UT’s Student Emergency Services (SES) by calling 512-471-5017. Requests for assignment extensions, modifications, or emergency leaves must be approved by SES.
Class Lecture Policy
Your questions and observations are welcome during class. Please feel free to ask for clarification if a point is unclear. You may also e-mail the instructor with questions you would like addressed in the next lecture. In an effort to create a classroom environment that remains conducive to learning, please remember to follow these rules every day:

1. Turn cell phones to silent – if you forget, turn the ringer off quickly. Do not take any calls in the classroom. If you are expecting an important call, sit by an exit and step outside to take it.
2. Cell phones, laptops, and tablets are used in the classroom for specific interactions (e.g. SquareCap attendance, Engagement Checks, etc.). Students will be instructed when these technologies are welcomed and when to put them away. Students will have points deducted from their Professional Conduct grade if they use these technologies outside of permitted use.
3. Avoid side conversations. They are very distracting to me and for your fellow students.
4. Put away all materials not related to our class – keeping your attention on the class lecture and activities helps all of us.
5. Treat your fellow students, teaching assistants, and the professor with respect by being polite and considerate. In particular begin questions about grades, homework, or exams with inquiry (e.g. “help me understand why this answer is correct….”) as opposed to advocacy (“this answer is wrong” or “my answer is right”).

Class Participation, Engagement, and Professional Conduct Policy
Students are expected to read all assigned material BEFORE coming to class. Class meetings will expand on course concepts presented in the readings and push students to synthesize and apply the concepts to real-world issues and cases. This means students must acquire the knowledge from the textbook, case studies, and supplementary readings and come to class with questions on material they may not have understood.

Professional conduct is expected in all business courses. Students are expected to treat fellow students, teaching assistants, and the professor with respect by being polite and considerate. Failure to do so will result in a negative grade deduction.

Class Schedule
Our Class Schedule is posted on Canvas. Students who perform best in this class manage their time and stay up to date with all assignments. It is incumbent upon you to keep up with assignments, readings, and due dates. The instructor reserves the right to alter the class schedule as needed. Any changes will be posted on Canvas.

Required University Policies Relevant to MAN 336 Students
Policy on Scholastic Dishonesty (Please read very carefully)
The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program’s Statement on Scholastic Dishonesty at http://my.mccombs.utexas.edu/BBA/Code-of-Ethics. By teaching this course, I have agreed to observe all faculty responsibilities described there. By enrolling in this class, you have agreed to observe all student responsibilities described there. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services (Student Conduct and Academic Integrity) website at http://deanofstudents.utexas.edu/conduct/ to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.
You may not use any resources, including, but not limited to books, computers, databases, etc. for out-of-class assignments if using such resources constitutes one or more acts of scholastic dishonesty, as defined in the General Information Catalog or as described in the Policy Statement on Scholastic Dishonesty for the McCombs School of Business. By way of example and not by limitation, you may not consult or submit work (in whole or in part) that has been completed by other students in this or previous years for the same or substantially the same assignment.

Students should be aware that all required writing assignments may be submitted through a software program called TurnItIn on Canvas. The software is designed to help faculty and students organize and improve the writing process by encouraging original submissions and proper citation practices.

Services for Students with Disabilities
Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, http://diversity.utexas.edu/disability/.

Religious Holidays
By UT Austin policy, you must notify me of your pending absence at least 14 days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

Campus Safety
Please note the following recommendations regarding emergency evacuation, provided by the Office of Campus Safety and Security, 512-471-5767, http://www.utexas.edu/safety:

• Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
• Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
• Students requiring assistance in evacuation should inform the instructor in writing during the first week of class.
• In the event of an evacuation, follow the instruction of faculty or class instructors.
• Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
• Further information regarding emergency evacuation routes and emergency procedures can be found at: http://www.utexas.edu/emergency.
A Few Final Words: I Care About Your Wellbeing Outside the Classroom and the Diversity & Inclusion Inside Our Classroom

Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact the Dean of Students (UT Outpost) for support. Furthermore, please notify me if you are comfortable in doing so. This will enable me to provide any additional resources that I may possess.

It is my goal to be a quality teacher and to help you develop an excellent understanding of course material. I am committed to creating an inclusive class environment and engaging learning experience. It is my intent that students from all diverse backgrounds and perspectives be well served by this course, students’ learning needs be addressed, and the diversity that students bring to this class be viewed as a resource, strength, and benefit. Our classroom is intended to reflect the following community values.

Please know my door is open to students to discuss class content, your learning style, career interests, and/or professional development. Let’s have a great semester!

Texas BBA
Community Values

Our Responsibility
Lead with integrity, improve the world

Our Community
Respect our differences, leverage our diversity

Our Growth
Challenge old ideas, inspire innovation

Our Best
Dream big, work hard, never give up