



EAST TEXAS A&M
UNIVERSITY

FALL SEMESTER 2025
MGT 315-01E: MANAGEMENT AND
ORGANIZATIONAL BEHAVIOR

CLASSROOM: BA 346 (100% Face-to-Face)
MEETING TIME: 12:30 AM-1:45 PM (August 25—December 12)
NOTE ABOUT TIMES: All times and deadlines are Central Standard Time (CST) Zone (Commerce, TX)

Instructor: Dr. Stephanie S. Pane
E-mail: Stephanie.Pane@tamuc.edu
Office: BA 318
Office Hours: Tuesday/Thursday 10:00 AM-12:30 PM (BA 318) + Virtual
Phone: 903-886-5686

REQUIRED TEXT:

Bauer, T., & Erdogan, B. (2021). Organizational Behavior, v. 4.0. ISBN (Digital-Flatworld): 978-1-4533-3767-7 (978145337660 TAMUC Bookstore).

***Earlier versions (2.0, 3.0, 3.1) of the text will also work for this class.**

***The TAMUC bookstore cost for the Access Card for the text (latest version): \$62.95.**

***The 4.0 version of this book (ISBN: 978-1-4533-3767-7) can be purchased directly from Flat World Knowledge (<https://catalog.flatworldknowledge.com/>) with the following available options:**

Student Formats and Costs:

- BASIC Online Access: \$41.95 ***This \$41.95 option is acceptable for my class©!!!**
- Print & Basic Option: \$68.95**

****Go to <https://students.flatworldknowledge.com/engage/courses/2614272> to purchase your textbook in the affordable format of your choice or redeem your Digital All Access Pass code.**

COURSE OVERVIEW AND OBJECTIVES:

This course is designed to provide an in-depth seminar emphasizing the development of the skills and knowledge required for successful managerial performance, as well as a variety of related organizational behavior topics. It focuses on such areas as developing self-awareness, creative problem-solving, supportive communication, the use of power and influence, motivation techniques, and managing conflict. Upon completion of this course, you should be able to:

- Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management.
- Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams.
- Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts.

COB STUDENT LEARNING OBJECTIVES:

SLO 1A-Spoken Communication - Our graduates will be competent business communicators.

SLO 1B-Written Communication - Our graduates will be competent business communicators.

SLO 2A-Ethics - Our graduates will have the interpersonal competencies necessary to be effective business professionals.

SLO 2B-Global - Our graduates will have the interpersonal competencies necessary to be effective business professionals.

SLO 3-Decision Making - Our graduates will be effective business decision makers.

SLO 4-Planning, Organizing, Leading, Controlling - Our graduates will be proficient with following management skills: 4(a) Ability to analyze organizational plans and planning capabilities; 4(b) Ability to evaluate organizing capabilities and organizational structures; 4(c) Ability to comprehend different leadership styles in organizational context; 4(d) Ability to assess the progress and to take corrective action as a part of organizational control.

COB Student Learning Objectives (SLOs)	Course Outcomes - After successfully completing this course, students will be able to:	Measurement Methods (Outcome Assessments)
1B, 2A, 3, & 4C	• Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management. • Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams. • Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts.	• Topic Assignments • Case Analysis • Article Quizzes • Exams

COURSE FORMAT:

This course is entirely face-to-face, but we will utilize D2L to make sure that everyone can access the necessary course materials and information at all times. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the D2L course management website. PowerPoint slides will be available for each of the book chapters, under the "Course Materials" tab. **ALL** assignments will be posted on D2L, under the "Course Materials" tab. You should submit a hard copy of all of your work in class when it is due. Quizzes/Exams will be taken in class, either in paper-pencil format or by logging into D2L and using the "Quiz" function under the "Activities" tab.

COURSE SCHEDULE:

A course schedule is included on the sixth page of this syllabus.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I have outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will so inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F). An academic honesty policy has been posted under the "Course Materials" tab. You should read this document, initial it, and submit it to me via its corresponding "Assignment Submission Folder".

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

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 have a disability requiring an accommodation, please contact:

STUDENT WELLBEING:

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

NONDISCRIMINATION NOTICE:

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information, or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

OPEN CARRY LEGISLATION:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to: (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 (or call 9-1-1).

UNIVERSITY'S PANDEMIC RESPONSE

Texas A&M-Commerce strongly recommends, but does not require, the use of face-coverings in all instructional and research classrooms/laboratories. This response may change as the semester progresses if state and university requirements change. Exceptions may be made by faculty where warranted. Faculty have management over their classrooms. Refusal to comply with state and university mandates can be reported to the Office of Students' Rights and Responsibilities as a violation of the student Code of Conduct.

Students should not attend class when ill or after exposure to anyone with a communicable illness. Communicate such instances directly with your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments.

UNIVERSITY'S RESPONSE TO ARTIFICIAL INTELLIGENCE:

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

MGT 315 – Management and Organizational Behavior

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (see current Student Handbook).

UNIVERSITY NONDISCRIMINATION STATEMENT:

Texas A&M University-Commerce is commitment to a safe, accepting environment for all students regardless of sexual orientation, gender identification, or gender expression.

A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during “electronic communication”. Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is “electronic” nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.
- **Regular-Timely Attendance and Participation:** You are expected to attend class and log onto D2L regularly.
- **Assignments:**
 1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students in MGT 315 should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!
 2. **Assignments must be turned in on time.** Assignments are due at the **date** and **time** listed. All work and assignments for the entire course will be available on the first day of class. While the syllabus designates specific dates for which work is assigned, you do not have to wait until the “assigned” date to start working on it. Start working on each assignment as soon as you possibly can and make sure that you have the all assignments submitted by the specified due dates. I have outlined a “suggested” schedule that I think would help you maintain a good pace, but you don’t have to follow it. However, you **MUST** turn in all written assignments **ON TIME**. You will have until **CLASSTIME** to submit the work that is listed in the far right, “Work Due” column of the course schedule provided on the sixth page of this syllabus.
 3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment.
 4. **Please submit assignments in a format that is compatible with Microsoft Office.**
- **Back-ups Are Required:** You are required to back up all your assignments. If work is lost due to insufficient back-up, you will not have the opportunity to recreate and submit at a later time.
- **E-mail:** Students must routinely check e-mail sent to his or her **Texas A&M-Commerce account**. This is my primary mechanism for communicating to the class and is the **BEST** way to reach me.
- **Make-up Exams or Late Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment.
- **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced via D2L and e-mail. It is your responsibility to become aware of any such changes.

GRADE COMPONENTS:

Component	Type	Point Value	% Value
Exams (3 @ 100 Points Each)	Individual	300 points	60%
Written Assignments (4 @ 25 Points Each)	Individual	100 points	20%
Article Summary & Presentation	Individual	100 points	20%
Course Total		500 points	100%

GRADING SCALE:

A	90 – 100%	450-500 points	D	60-69%	300-349 points
B	80 – 89%	400-449 points	F	Below 60%	Less than 300 points
C	70-79%	350-399 points			

Incomplete - Must be previously agreed upon by student and instructor.

Withdrawal - Must be initiated by the student administratively.

QUIZZES/EXAMS:

There will be three quizzes/exams that will test your comprehension of the material covered in class via multiple-choice questions. These exams will be taken in class either via paper-pencil method or by accessing D2L (under the “Activities” tab, then “Quizzes” from the dropdown menu). Each exam will be comprised of 50 questions and will be worth 100 points.

WRITTEN ASSIGNMENTS:

You will complete four written assignments throughout the course of the semester. These assignments will consist of a written component that you will complete prior to coming to class and class discussion (for the F2F section). You will be graded on your completion of the exercise and participation in the discussion.

ARTICLE SUMMARY & PRESENTATION:

At the end of the semester, you will be required to write a summary of an assigned journal article (article assignments will be determined early in the semester) and then deliver a presentation about the article that you summarized. The written summary and presentation are worth a total of 100 points (50 points each).

CLASS ATTENDANCE & PARTICIPATION:

Attendance and participation is critical to gaining the most you possibly can from this course. I suggest that you attend class each week and log onto the D2L site for this course **SEVERAL TIMES** a week.

- ❖ **IF YOU EVER FEEL AS IF YOU NEED TO MEET WITH ME OR SPEAK OVER THE PHONE IN ORDER TO CLARIFY ASSIGNMENTS, DISCUSS CONCERNS ABOUT THE CLASS, ETC., E-MAIL ME IN ORDER TO SET UP AN APPOINTMENT.**

WEEK & DATE (TUESDAYS & THURSDAYS)	WORK ASSIGNED: READINGS, ASSIGNMENTS, & EXAMS	WRITTEN WORK DUE: CLASSTIME ON THIS DAY
1. August 26 (T) 1. August 28 (R)	Chapter 1—Organizational Behavior	Honesty Policy Due
2. September 2 (T) 2. September 4 (R)	Chapter 3—Individual Differences and Perception	
3. September 9 (T) 3. September 11 (R)	Chapter 4—Individual Attitudes and Behaviors	Individual Behavior Assignment (Due 9-11-25)
4. September 16 (T) 4. September 18 (R)	Chapter 5—Theories of Motivation	
5. September 23 (T) 5. September 25 (R)	Chapter 6—Designing a Motivating Work Environment	Exam 1 (9-25-25)
6. September 30 (T) 6. October 2 (R)	Chapter 7—Managing Stress and Emotions	
7. October 7 (T) 7. October 9 (R)	Chapter 8—Communication	Managing Stress Assignment (Due 10-9-25)
8. October 14 (T) 8. October 16 (R)	Chapter 9—Managing Groups and Teams	
9. October 21 (T) 9. October 23 (R)	Chapter 10—Conflict and Negotiations	Communication Assignment (10-23-25)
10. October 28 (T) 10. October 30 (R)	Chapter 11—Making Decisions	Exam 2 (10-30-25)
11. November 4 (T) 11. November 6 (R)	Chapter 12—Leading People Within Organizations	
12. November 11 (T) 12. November 13 (R)	Chapter 13—Power and Politics	Leadership Assignment (11-13-25)
13. November 18 (T) 13. November 20 (R)	Chapter 14—Organizational Structure and Change	
14. November 25 (T) 14. November 27 (R)	THANKSGIVING BREAK!!!	
15. December 2 (T) 15. December 4 (R)	Chapter 15—Organizational Culture ARTICLE SUMMARIES & PRESENTATIONS	Article Summary & Presentation Due (12-4-25)
16. December 8-12	Exam Week	Exam 3 (Final Exam Time Set by University)

❖ **THIS WEEKLY SCHEDULE IS TENTATIVE.**

Written Assignment Grading Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
Depth and Quality of Written Discussion Score:	Submitted a VERY thorough, relevant, and well-written discussion of your survey results and the OB topic. (14-15)	Submitted a thorough, relevant, and well-written discussion of your survey results and the OB topic. (12-13)	Completed the task, but the written discussion could have included much more information. (11)	Failed to discuss your results and the OB topic accurately; Did not contain nearly enough information. (0-10)
Reference Support I will consider the quantity and quality of your reference support. Score:	Used one or more high-quality journal articles to support your discussion. (9-10)	Used one good-quality journal article to support your discussion. (8)	Used one average quality journal article to support your discussion. (7)	Did not use any journal articles for support; Used a website or other lower-quality source. (0-6)
Total Score:	_____ out of 25			

Article Summary Grading Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
Amount of Information Discussed from the Article Score:	Discussed an impressive amount of information from the article VERY thoroughly. (23-25)	Discussed a good amount of information from the article rather thoroughly. (20-22)	Discussed an adequate amount of information from the article well. (18-19)	Failed to discuss an adequate amount of information from the article. (0-17)
Importance of Information Covered Score:	Identified ALL of the important information and findings from the article. (23-25)	Identified MOST of the important information and findings from the article. (20-22)	Identified SOME of the important information and findings from the article. (18-19)	Failed to identify the important information and findings from the article. (0-17)
Total Score:	___ out of 50			

Article Summary Presentation Grading Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
Content Included in the Presentation	An impressive amount of good quality information from the article was presented.	A good amount of quality information from the article was presented.	An adequate amount of quality information from the article was presented.	Failed to present an adequate amount of information.
Score:	(23-25)	(20-22)	(18-19)	(0-17)
Professionalism of the Presentation	The presentation was VERY professional—slide design, dress, and preparedness were excellent.	The presentation was professional—slide design, dress, and preparedness were good.	The presentation could've been more professional—slide design, dress, and preparedness could have been better.	The presentation was not professional nor well prepared.
Score:	(23-25)	(20-22)	(18-19)	(0-17)
Total Score:	___ out of 50			

Exam Grading Rubric

- Exams consist of 50 multiple choice items/questions. For each question, there is one **BEST** answer. Students will receive 2 points for each question they answer correctly.