



TEXAS A&M
UNIVERSITY
COMMERCE

FALL SEMESTER 2026
MGT 585-01W: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

CLASSROOM: Web-based Class (100% Online)
MEETING TIME: TBD (October 19—December 11)
NOTE ABOUT TIMES: All times and deadlines are Central Standard Time (CST) Zone (Commerce, TX)

Instructor: Dr. Stephanie S. Pane
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Office: BA 318
Office Hours: Tuesday/Thursday 11:30 AM-2:30 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 Web-based. 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. Be sure to log onto D2L and check your university e-mail regularly to see what work you are required to do. PowerPoint slides will be available for each of the book chapters, under the “Course Materials” tab. We will also utilize the “Discussions” option from the “Activities” dropdown menu on D2L. I will post topics and/or questions to generate discussion among you and your classmates. You are encouraged to respond to your classmates’ questions and comments. Discussion posts are **NOT** required and will **NOT** be graded, but the interaction may help enrich your experience. **ALL** written assignments will be posted on D2L, under the “Course Materials” tab. You should submit all of your work in a format that is compatible with **Microsoft Office** and post it in the appropriate “Assignment Submission Folder” (under “Activities” and then “Assignments”) when it is due. The article quizzes require you to go to two places in D2L. First, you need to go to “Course Materials” to download and read the article and then you need to go to “Quizzes” (under the “Activities” tab) to answer the questions corresponding to the article. The midterm and final exams can be found under the “Activities” tab (then “Quizzes” from the dropdown menu) in D2L.

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 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:

Office of Student Disability Resources and Services
Texas A&M University-Commerce: Gee Library, Room 162
Phone (903) 886-5150 or (903) 886-5835; Fax (903) 468-8148
StudentDisabilityServices@tamuc.edu

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.

UNIVERISTY'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

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 585 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 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 **11:59 PM CST** 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. For each day that your assignment is late, I will deduct **5 POINTS** (unless you have a university-approved excuse).
 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
Article Quizzes (10 @ 10 Points Each)	Individual	100 points	20%
Reflection Paper (100 Points)	Individual	100 points	20%
Case Analysis (100 Points)	Individual	100 points	20%
Exams (2 @ 100 Points Each)	Individual	200 points	40%
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.

ARTICLE QUIZZES:

These quizzes will introduce you to scholarly literature and evaluate your ability to comprehend quality journal articles. The instructions for locating these articles or the articles themselves will be posted under the “Course Materials” tab in D2L. There will be 10 multiple choice/true-false quizzes uploaded under “Activities” and the “Quizzes” in D2L. Each quiz consists of 10 questions (1 point per question) about the article you are required to read and is worth a total of 10 points.

REFLECTION PAPER:

You will be required to write a reflection paper focusing on different topics that we will cover in this course. The specific instructions for this assignment will be posted under the “Course Materials” tab in D2L. It is worth 100 points.

CASE ANALYSIS ASSIGNMENT:

At the end of the semester, you will be required to analyze a case that will be provided to you in D2L or readily accessible via one of the TAMUC Library Databases (ABI-Inform, Business Source Complete, etc.). The casework is worth a total of 100 points. Specific instructions, entitled “Case Instructions,” for the case will be posted on D2L, under the “Course Materials” tab. The analysis should be submitted to the “Assignment Submission Folder” designated for the case. The document must be compatible with Microsoft Office. A grading rubric for the case assignment can be found at the end of this syllabus and in the “Case Instructions” document posted under the “Course Materials” tab.

EXAMS:

The midterm and final exams will test your comprehension of the assigned text via multiple-choice questions. The midterm exam will cover the material from the first half of the course and the final exam will cover the material from the second half of the course. These exams can be accessed in D2L, under the “Activities” tab (then “Quizzes” from the dropdown menu) on the top of the D2L screen. Make sure you are prepared to take the exam before clicking on the start button. These exams will be timed and you may only attempt them once. Each exam will be comprised of 50 questions and is worth 100 points.

CLASS ATTENDANCE & PARTICIPATION:

Attendance and participation are 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 ANYTHING, E-MAIL ME IN ORDER TO SET UP AN APPOINTMENT.**

WEEK & DATE (MONDAYS & WEDNESDAYS)	WORK ASSIGNED: READINGS, ASSIGNMENTS, & EXAMS	WRITTEN WORK DUE: BY 11:59 PM ON THIS DAY
1. October 19 (M)	Introductions & The Four Functions of Management ***Read, Initial, and Submit the Honesty Policy	Honesty Policy Due
1. October 21 (W)	T: Chapter 1—Organizational Behavior	**Work at Your Own Pace on the Article Quizzes
2. October 26 (M)	T: Chapter 2—Diversity and Inclusion	
2. October 28 (W)	T: Chapter 3—Individual Differences and Perception	
3. November 2 (M)	T: Chapter 4—Attitudes and Behaviors	**Make Sure You Are Taking the Article Quizzes
3. November 4 (W)	T: Chapter 5—Theories of Motivation	
4. November 9 (M)	T: Chapter 6—Designing a Motivating Work Environment	
4. November 11 (W)	T: Chapter 7—Stress and Emotions	**Remember ALL Article Quizzes Are Due 12-11-26!
5. November 16 (M)	T: Chapter 8—Communication MIDTERM EXAM	Midterm Exam Due (11-16-26)
5. November 18 (W)	T: Chapter 9—Groups and Teams	
6. November 23 (M)	T: Chapter 10—Conflict and Negotiation	Reflection Paper (11-23-26)
6. November 25 (W)	T: Chapter 11—Decision Making and Creativity	
7. November 30 (M)	T: Chapter 12—Leading	
7. December 2 (W)	T: Chapter 13—Power, Influence, and Politics	Case Due (12-2-26)
8. December 7 (M)	T: Chapter 14—Organizational Structure and Change	
8. December 9 (W)	T: Chapter 15—Organizational Culture	**Article Quizzes Are Due No Later Than (12-11-26)
	FINAL EXAM	Final Exam Due (12-11-26)

- ❖ THIS WEEKLY SCHEDULE IS TENTATIVE.
- ❖ T: ASSIGNED TEXTBOOK FOR THE COURSE
- ❖ All article quizzes are not officially due until 12-11-26, but DON'T wait until the last minute to take them.

Assignment Grading Rubrics

Article Quizzes

- Students will receive points for correctly answering questions regarding the assigned articles (10 Points Each). The quizzes can be found in D2L under the "Activities" and then "Quizzes" functions.

Reflection Paper

- Students will receive points for how thoroughly they discuss the match between their scores on multiple OB self-assessments (i.e., personality, communication style, etc.) and their current/future job/occupation (P-J Fit) and their current/future company/organization (P-O Fit). Students will also be evaluated on their utilization of articles/references to support their discussion. The following rubric will be used to assess and grade your assignment.

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
Completion of Self-Assessments; Interpretation of Scores I will award points for completing all assigned assessments and your reflection on those scores. Score:	Completed all assessments and thoroughly discussed your interpretation of most of your scores. (9-10)	Completed all assessments and discussed your interpretation of some of your scores. (8)	Completed all assessments and vaguely discussed your interpretation of a few of your scores. (7)	Failed to complete all assessments or discuss your interpretation of your scores. (0-6)
Depth and Quality of Discussion I will consider how detailed your discussion is and how far in depth you go. Score:	Thoroughly discusses and evaluates all of the different dimensions and how your scores fit with your job and organization. (45-50)	Discusses and evaluates most of the different dimensions and how your scores fit with your job and organization. (40-44)	Discusses and evaluates some of the different dimensions and how your scores fit with your job and organization. (35-39)	Fails to discuss and evaluate the different dimensions and how your scores fit with your job and organization. (0-34)
Reference Support The more reference support you use, the better. The quality of the journals is also important. Score:	Research from several journal articles or books provided strong support. Most of the journal articles used came from <u>top-tier</u> journals. (36-40)	Research from multiple journal articles or books provided strong support. The journal articles used came from <u>good quality</u> journals. (32-35)	Research from some journal articles or books provided decent support. The articles that were used came from <u>lower-level</u> journals. (28-31)	Fails to support the knowledge associated with issue. No journal articles were cited or the 1-2 sources that were used came from <u>low-level</u> journals or <u>websites</u> . (0-27)
Total Score:	___ out of 100			

Case Analysis Assignment

	Issue [2 Points Per Issue]	Evidence from Case [1-6 Points Each]	Recommendation [1-6 Points Each]	Reference Support [1-6 Points Each]
1				
2				
3				
4				
5				
Total				

Midterm and Final Exams

- 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.