



EAST TEXAS A&M
UNIVERSITY

FALL SEMESTER 2026

MGT 315-01W-02W: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

CLASSROOM: Web-based Class (100% Online)

MEETING TIME: TBD (August 20—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 • Article Summary • Presentation • 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 "Content" tab. **ALL** written assignments will be posted on D2L, under the "Content" tab (then scroll down to 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 chapter quizzes can be found under the "Activities" tab (then "Quizzes" from the dropdown menu) on the top of the D2L screen.

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.

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

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 **11:59 PM** 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 Quizzes/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
Chapter/Lecture Quizzes (15@20 Points Each)	Individual	300 points	60%
OB Interview	Individual	100 points	20%
OB Research Paper	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 fifteen quizzes that will test your comprehension of the material covered in the book chapters and course lectures via multiple-choice questions. These exams will be taken by accessing D2L (under the “Activities” tab, then “Quizzes” from the dropdown menu). Each quiz will be comprised of 10 questions (2 points each) and will be worth 20 points.

OB INTERVIEW:

You will interview someone working in an organization, preferably a manager or supervisor, and discuss what organizational behavior (OB) topic is most important in organizations today and why. You will present the interviewee with a list of 10-15 topics that I provide to you, have them pick from that list, and then discuss why they believe it is the most important. Take notes. You will present your interview findings in a video/audio presentation (using PowerPoint or other presentation tool/platform). This assignment is worth 100 points.

OB RESEARCH PAPER:

From the list of 10-15 OB topics that I provide to you for the interview, you will select the organizational behavior (OB) topic that you believe is the most important in organizations today and explain why. You will need to use research articles from scholarly journals, scholarly books, and/or other literature to support your selection. The paper should be 3-5 pages (double-spaced) in length, include reference support, and cite that reference support (in text and on a reference page) in proper APA format. This assignment 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 check email 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)	ASSIGNED CHAPTER READINGS	ALL ASSIGNMENTS DUE AT 11:59 PM ON DATE INDICATED
1. August 25 (T)	Chapter 1—Organizational Behavior	Honesty Policy Due Chapter 1 Quiz
2. September 1 (T)	Chapter 2—Diversity and Inclusion	Chapter 2 Quiz
3. September 8 (T)	Chapter 3—Individual Differences and Perception	Chapter 3 Quiz
4. September 15 (T)	Chapter 4—Individual Attitudes and Behaviors	Chapter 4 Quiz
5. September 22 (T)	Chapter 5—Theories of Motivation	Chapter 5 Quiz
6. September 29 (T)	Chapter 6—Designing a Motivating Work Environment	Chapter 6 Quiz
7. October 6 (T)	Chapter 7—Managing Stress and Emotions	Chapter 7 Quiz
8. October 13 (T)	Chapter 8—Communication	Chapter 8 Quiz
9. October 20 (T)	Chapter 9—Managing Groups and Teams	Chapter 9 Quiz
10. October 27 (T)	Chapter 10—Conflict and Negotiations	Chapter 10 Quiz
11. November 3 (T)	Chapter 11—Making Decisions	Chapter 11 Quiz
12. November 10 (T)	Chapter 12—Leading People Within Organizations	Chapter 12 Quiz
13. November 17 (T)	Chapter 13—Power and Politics	Chapter 13 Quiz OB Interview Presentation Due (11-7-26)
14. November 24 (T)	Chapter 14—Organizational Structure and Change T H A N K S G I V I N G B R E A K !!!	Chapter 14 Quiz
15. December 1 (T)	Chapter 15—Organizational Culture	Chapter 15 Quiz OB Research Paper Due (12-1-26)
16. December 8 (T)	Exam Week (December 7-11)	**ALL Chapter Quizzes Are Due by 12-11-26!!!

- ❖ **THIS WEEKLY SCHEDULE IS TENTATIVE.**
- ❖ **THE QUIZ SCHEDULE LISTED IN THE FAR-RIGHT COLUMN IS JUST A “SUGGESTED SCHEDULE” TO HELP YOU KEEP ON TRACK WITH THE CHAPTER READINGS, LECTURES, AND QUIZZES. YOU WILL HAVE UNTIL THE VERY LAST DAY OF THE SEMESTER TO TAKE ALL 15 OF THE QUIZZES IN CASE YOU GOT OFF TRACK☺.**

OB Interview Presentation Grading Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
Selection of OB Topic	Definitively selected and discussed one of the OB topics from the list provided.	Selected and discussed one of the OB topics from the list provided.	Selected an OB-related topic that was not on the list; got off track.	Failed to select an actual OB-related topic.
Score:	(5)	(3-4)	(1-2)	(0)
Content Included in the Presentation-Depth and Quality of Interview Discussion and Findings	Submitted a VERY thorough description of the interview itself and the results/findings of the interview about the selected OB topic.	Submitted a relatively thorough description of the interview and the results/findings of the interview about the selected topic.	Completed the task, but the description of what was covered in the interview could have included much more information.	Failed to discuss important details and the results of the interview; Did not contain nearly enough information.
Score:	(63-70)	(56-62)	(49-55)	(0-48)
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 much more professional and more prepared.	The presentation was not professional nor well prepared.
Score:	(23-25)	(20-22)	(18-19)	(0-17)
Total Score:	_____ out of 100			

OB Research Paper Grading Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
Selection of OB Topic	Clearly selected one of the OB topics from the list provided.	Vaguely selected one of the OB topics from the list provided.	Selected an OB-related topic that was not on the list.	Failed to select an actual OB-related topic.
Score:	(10)	(7-9)	(4-6)	(0-3)
Depth and Quality of Written Discussion	Submitted a VERY thorough, relevant, and well-written discussion of the selected OB topic.	Submitted a thorough, relevant, and well-written discussion of the selected OB topic.	Completed the task, but the written discussion could have included much more information.	Failed to discuss the selected OB topic accurately; Did not contain nearly enough information.
Score:	(45-50)	(40-44)	(35-39)	(0-34)

Reference Support I will consider the quantity and quality of your reference support. Score:	Used multiple high-quality journal articles to support your discussion. (36-40)	Used one good-quality journal article to support your discussion. (32-35)	Used one average quality journal article to support your discussion. (28-31)	Did not use any journal articles for support; Used a website or other lower-quality source. (0-27)
Total Score:	_____ out of 100			

Chapter/Lecture Quiz Grading Rubric

- Quizzes consist of 10 multiple choice items/questions. For each question, there is one **BEST** answer. Students will receive 2 points for each question they answer correctly.