



TEXAS A&M UNIVERSITY  
**SAN ANTONIO**

**MGMT 4327.901: Organizational Theory and Human Behavior, Fall 2025**

**Department of Management and Marketing, College of Business**

**Syllabus and Due Dates Are Subject to Change**

**Course Syllabus**

<b>Class Meeting Time:</b>	Thursdays from 2:00pm – 3:15pm
<b>Class Meeting Place:</b>	Business Library Hall, Room 362
<b>Class Duration:</b>	August 25, 2025 – December 12, 2025
<b>Instructor:</b>	Dr. Douglas H. Carter Office: BLH 441 N - and online. Tel: 210-784-2712 – please don't leave messages. You will get much faster reply by using email. E-Mail: <a href="mailto:dhcarter@tamusa.edu">dhcarter@tamusa.edu</a> Student emails will receive a reply within two business days.
<b>Course Website:</b>	<a href="https://tamusa.blackboard.com/">https://tamusa.blackboard.com/</a>
<b>Office Hours:</b>	Office hours: Mondays 2-4:00 PM, Tuesdays 2-5pm Wednesdays 2-4pm and by appointment on Thursdays and Fridays.

**Syllabus last update 03 September 2025**

**Catalog Course Description:** Various organizational structure models and supporting theory, organizations as complex systems, organizational behavior, individual and group dynamics in the business environment, organization development and change. TSI Restriction(s):, Math

**Prerequisites:** Completion of the College of Business prerequisites, [MGMT 3311](#).

**COURSE OBJECTIVES:** Students will understand and relate theories of individual and group behavior within organizations as they related to management practice. The course will review, discuss, and visualize principles and practices of organizational behavior and theory.

**Student Learner Outcomes: Upon successful completion of this course, students will:**

- Describe organizational behavior and challenges faced by today's managers.
- Identify how personalities and attitudes affect behavior, commitment, and organizational effectiveness.
- Describe motivation and leadership.
- Contrast the basic characteristics of groups (formal and informal) and teams; and,
- Explain how organizational cultures are formed, sustained, and changed.

## Required Materials:

- ✓ **Text: Organizational Behavior: A Practical Problem-Solving Approach (3e) by Kinicki, McGraw-Hill Education, publishers. (E-Text required)**
- **Blackboard:** Connect to <http://tamusa.blackboard.com>.
- All course materials, including discussion materials, quizzes, and written assignments will be delivered through Blackboard.
- **TIME:** In a typical class, you would be expected to spend 3-6 hours per week for the course outside of the classroom. Because this is a hybrid class, you should probably expect to spend 6-8 hours or more on the class.

**RECOMMENDED MATERIALS:** I strongly encourage you to read the Wall Street Journal, The Economist, The Financial Times and other business publications.

**Grading Policy:** The final course grade will be based on your performance on the quizzes, exams, assignments and class participation using the following weights:

Smart Book* (13 @ 50pts)	19%	(650 points)
Chapter Quizzes**Close Sunday at EOD (13 @ 100pts)	38%	(1300 points)
Click & Drag (57 @ 10pts)	17%	(570 points)
iSee It Video Exercises (6 @ 25pts)	4%	(150 points)
ABA Exercises (8 @ 25pts)	6%	(200 points)
Self-Assessment Exercises (8 @ 25pts)	6%	(200 points)
Video Exercise (1 @ 25pts)	0.8%	(25 points)
Case Study (2 @ 25pts)	1.6%	(50 points)
Reflection Paper	7.6%	(255 points)
Total	100%	3400 points

The final letter grades will be assigned as follows: Above 90% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F.

**Online Homework:** Each week you will have a variety of homework assignments that highlight various topics and learning styles in each chapter. You will have seven days to cover these assignments. At the end of each week, these assignments will be closed and another set of homework assignments will be opened.

### **Make up and Late Assignment/exam/quiz policy:**

As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extraordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide documentation either before or within a few days of the missed assignment/quiz/exam.

**Class conduct and civility code:** Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes. Keep copies of all computer files and e-mails.
3. Talking while the instructor is lecturing is disruptive and discourteous.
4. For any questions about the exams and assignments, a student should contact the instructor before the day they are due, so the instructor may have enough time to provide feedback.
5. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account and reference the course name and number. The instructor will reply to a student e-mail messages within 24 hours during weekdays (Monday-Friday).
6. All assignment submissions must be uploaded by the due date.

**Make up and Late Assignment/exam/quiz policy:** As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extraordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

**Class conduct and civility code:** Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

7. Attendance may be taken at the beginning or the end of the class.
8. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
9. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
10. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
11. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned OFF and headphones removed.
12. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
13. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 24 hours during week days (Monday-Friday).
14. All assignment submissions must be uploaded to Blackboard by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important and may vary considerably based on student background. However, a **minimum** of two to four hours of work outside the class is expected for every one hour of class per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

### ***Fall 2025 MGMT 4370 Class Schedule***

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

<b><i>Week</i></b>	<b><i>Dates</i></b>	<b><i>Chapter and Topic</i></b>	<b><i>DUE EOD</i></b>
1	August 25-29	Introduction	
2	Sept 01-07	Chapter 1: Making OB Work for Me	Smart Book (1) Click and Drag (2) ABA (1) Chapter Quiz (1) Due: 14 September
3	Sept 08-14	Chapter 2: Values and Attitudes	Smart Book (1) Click and Drag (4) ABA (1) Self-Assessment (1) Chapter Quiz (1) Due: 14 September
4	Sept 15 – Sept 21	Chapter 3: Individual Differences and Emotions	Smart Book (1) Click and Drag (5) Self-Assessment (1) Chapter Quiz (1) Due: 21 September
5	Sept 22 – Sept 28	Chapter 4: Social Perception and Managing Diversity	Smart Book (1) Click and Drag (2) Case Analysis (1) ABA (1) Chapter Quiz (1) Due: 28 September
6	Sept 29 – Oct 05	Chapter 5: Foundations of Employee Motivation	Smart Book (1) Click and Drag (5) Case Analysis (1) ISeeIt! Video (1) ABA (1) Chapter Quiz (1) Due: 05 October

7	Oct 06-Oct 12	Chapter 7: Positive Organizational Behavior	Smart Book (1) Click and Drag (4) ABA (1) Self-Assessment (1) Chapter Quiz (1) Due: 12 October
8	Oct 13 – Oct 19	Chapter 8: Groups and Teams	Smart Book (1) Click and Drag (6) ABA (1) Chapter Quiz (1) Due: 19 October
9	Oct 20 – Oct 26	Chapter 9: Communication in The Digital Age	Smart Book (1) Click and Drag (5) ISeeIt! Video (1) Self-Assessment (1) Chapter Quiz (1) Due: 26 October
10	Oct 27 – Nov 02	Chapter 10: Managing Conflict and Negotiations	Smart Book (1) Click and Drag (5) ABA (1) Chapter Quiz (1) Due: 02 November
11	Nov 03 – Nov 09	Chapter 11: Decision Making and Creativity	Smart Book (1) Click and Drag (4) ISeeIt! Video (2) Self-Assessment (1) Chapter Quiz (1) Due: 09 November
12	Nov 10 – Nov 16	Chapter 12: Power, Influence, and Politics	Smart Book (1) Click and Drag (4) Self-Assessment (1) Chapter Quiz (1) Due: 16 November
13	Nov 17 – Nov 23	Chapter 13: Leadership Effectiveness	Smart Book (1) Click and Drag (4) Video Case (1) ISeeIt! Video (1) ABA (1) Self-Assessment (1) Chapter Quiz (1) Due: 23 November
14	Nov 24 – Nov 30	<b>No Class – Thanksgiving</b>	
15	Dec 01 – Dec 07	Chapter 14: Organizational Culture, Socialization, and Mentoring	Smart Book (1) Click and Drag (7) ISeeIt! Video (1)

			Self-Assessment (1) Chapter Quiz (1) Due: 07 December
16	Dec 08 – Dec 12 As per University Schedule		Reflection Paper Due: ? December

## University Policies:

### IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/Disability-Support-Services/index.html> or email us at [dss@tamusa.edu](mailto:dss@tamusa.edu). Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing [tutoring@tamusa.edu](mailto:tutoring@tamusa.edu), calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit [tamusa.edu/studentcounseling](http://tamusa.edu/studentcounseling)

*Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').*

Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer to peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/>.

Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics/>.

Meeting Basic Needs: 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 submit a CARE referral (<https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the



Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at [military.va@tamusa.edu](mailto:military.va@tamusa.edu) or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator ([titleix@tamusa.edu](mailto:titleix@tamusa.edu), 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's



unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status ([titleix@tamusa.edu](mailto:titleix@tamusa.edu); 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

**Students' Rights and Responsibilities:** The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

#### *Students' Rights*

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

#### *Students' Responsibilities*

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html>).

### **Option 3 – Broader Use of Generative AI Permitted Within Guidelines**

Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

**NOTE:** Guidance for how to cite AI-generators, like ChatGPT, can be found here <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

#### Important Dates:

August 25	First day of class
September 1	Labor Day Holiday
November 14	Last day to drop with an automatic "W"
November 25	Last day to drop a course or withdraw from the University
November 26	Study Day – No classes
November 27-29	Thanksgiving Holiday – No classes
December 4	Last day of classes
December 5	Study Day – No classes
December 6-12	Final exams
December 16	Commencement

*The complete academic calendar is available online:* <https://www.tamusa.edu/academics/academic-calendar/index.html>.

