



Course Syllabus: Organizational Behavior

Dillard College of Business Administration

MGMT 3013 Section 201

TR 11 AM -12:20 PM Room 129

Fall 2026

Contact Information

Instructor: Niyati Kataria, Ph.D.

Office: 204

Office hours: In person: Tuesdays and Thursdays 12:30PM-3:30PM, Wednesdays 1-5 PM . Can also meet over Zoom with an appointment. Email for availability.

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Course Description

Organizational behavior (OB) is an interdisciplinary field. It imports, integrates, and expands upon theory and research from areas such as psychology, sociology, economics, political science, anthropology, and communication. It places an emphasis on putting what we have learned from these fields into the context of the workplace. So, it is an “applied social science.” You could also say that OB focuses on the human element of organizations – as opposed to elements such as finance, marketing, operations, etc.

OB focuses on three main levels of analysis – the individual, the group, and the organization – and the course is designed around these accordingly. We will cover numerous topics that are of current interest in the OB field and in management.

Learning Goals

1. Students will be effective at problem solving and decision making. Students will demonstrate problem-solving and decision-making abilities through the critical analysis, evaluation, and interpretation of business information.
2. Students will be able to demonstrate a competency in writing for common business scenarios.
3. Students will demonstrate ethical reasoning skills within a business environment.
4. Students will possess broad-based knowledge of the core functional areas of business. Students will demonstrate knowledge of key concepts, theories, and practices in major business disciplines.

5. Students will understand issues related to globalization and international business.

Textbook & Instructional Materials

1. Neck, C. P., Houghton, J. D., & Murray, E. L. (2023). *Organizational behavior: A skill-building approach*. Sage Publications. ISBN 1071854429 (required)
2. Kreitner, R. & Kinicki, A. (2013). *Organizational Behavior (10th Ed.)*. McGraw-Hill Irwin. ISBN 0078029363 (suggested)
3. D2L course site: Lecture slides are available to download off the web at our class web page on D2L. I suggest you come to each class with the slides printed out. That will enable you to take good, quality notes, and better understand the material.

Study Hours and Tutoring Assistance

Please make an appointment to see me during office hours if you need one-on-one tutoring assistance. If we are able to hire a tutor for this class, I will announce their hours and office in class.

Student Handbook

Refer to: [Student Handbook](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct. [Office of Student Conduct](#)

Moffett Library

Moffett Library provides resources and services to support student's studies and assignments, including books, peer-reviewed journals, databases, and multimedia materials accessible both on campus and remotely. The library offers media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library webpage](#) to explore these resources and learn how to best utilize the library.

Grading

Table 1: Points allocated to each assignment

Assignments	Points
Class Participation	100
Quizzes (7 at 14 pts each) + 2 bonus points added to everyone	98 +2
Team Project + individual paper	90 +10
Exams (Non-cumulative, 3 at 100 pts each)	300
Total Points	600

Table 2: Total points for final grade.

Grade	Points
A	540-600
B	480-539
C	420- 479
D	360- 419
F	Below 360

Quizzes

During the semester, I will administer eight quizzes. Quizzes will be given on the day clearly marked in the syllabus. They will cover only the topic specified and will occur during the first 5 minutes of class. If you are late, you will forfeit your chance to take the quiz. To prepare, review the Zoom recordings of the class for that topic, look up any concepts you need further clarification on in either of the books for this course, look up topics in the book, look at the bibliography at the end of the book for the name of that topic, and find what chapter that topic is in. If you simply pay attention in class, you should ace the quiz. Remember: any videos or activities we did in class about that topic are also possible areas for quiz questions. Quizzes are all multiple-choice and true-false questions only. There will be 8 quizzes worth 14 points each. I will drop your lowest quiz score. Also, because $7 \times 14 = 98$, I'll automatically add 2 points to everyone's total so that this portion of the grade is out of 100 points. If you are late for the quiz or absent for a non-university-approved reason, you miss the chance to take the quiz, and there is no other way to make up these points. All quiz questions will come directly from the class discussion.

Exams

The intent of the exams will be to test your ability to synthesize the course's basic theories, applications, and personal insights. I believe exams should be developmental, not just evaluative. That means I think you should learn a lot while preparing for and taking the exam. 100 points will be possible from each exam. Questions will be drawn from the lectures, video clips, & class exercises. If it wasn't covered in class, it won't be on the exam! The majority of questions will be multiple-choice and true-false, but I will also have some short-answer questions.

I have a slightly different technique for scoring that I think you will find very fair. Since no test is ever perfect, and since you shouldn't be held to an impossible standard, I will base the maximum possible score on how well the top students in the class performed. The top scores from the class will be averaged; that becomes the 100% score. For example, if the top scores in the class were 98 and 96, I would average those to get a 97. Then, 97 would become the equivalent of 100%. Everyone then gets 3 points (100-97) added to their raw score. So, if you had a raw score of 89 (which is just shy of an A), your new score on the test would become $89+3=92$ (which bumps you up to an A). Please note: This scoring procedure assumes at least two students earn a raw score in the A range. If less students than that earn an A, then we discuss how to handle it in class. Note: Exams are not cumulative.

Team Analysis

Organizational behavior is an applied social science. That means we try to apply the theories and concepts of the field to "real-world" situations. The activity analysis is an opportunity for you to do just that. Self-exploration and self-awareness are valuable skills that will allow you to progress in organizational and community life. I will hand out a document in class for details on how to write up the various deliverables of the team activity analysis. I will also discuss these deliverables in detail during the class lectures, which will be Zoom recorded for your reference. 90 points of the project are what you can earn as a team. 10 points will be earned individually for an individual write-up. I encourage you to ask for feedback on assignments due, but please do so at least THREE business days in advance.

Extra Credit

If any extra credit opportunities become available during the semester, these will be announced in class by a post in the News section and an email to students. Usually there are no extra credit opportunities in this class.

Late Work

Unless you have a university-approved reason, I will not accept any late submissions. To get university-approved, please submit all your evidence (like doctor's notes, etc.) to the Student Rights and Responsibilities office using the Absence Letter Request Form (found at this link: [Absence Letter Request Form](#)). If the Student Rights and Responsibilities office accepts the evidence you have provided, they will email all your professors requesting that we work with you. Without this email, I am unable to assist you if you miss assignments, etc. due to being sick, someone passing, or an injury/accident. If you are an athlete and have to miss any assignments for a game, I will need a note from your coach in advance. It is your responsibility to catch up on whatever you missed out on.

Make-Up Work/Tests

Unless you have a university-approved reason, I will not be able to allow any retakes for the quizzes or exams should you miss them. To have your reason for missing the quiz or exam receive university approval, please submit all your evidence (e.g., doctor's notes, etc.) to the ***Student Rights and Responsibilities office*** using the Absence Letter Request Form (found at this link: [Absence Letter Request Form](#)). If the Student Rights and Responsibilities office accepts the evidence you have provided, they will email all your professors requesting that we work with you. If you are an athlete and have to miss any quizzes or exams for a game, I will need a note from your coach in advance.

Important Dates

- Last day for term schedule changes: August, 27, 2026
- Last Day to drop with a grade of "W": Nov 23, 2026
- Refer to: [Drops, Withdrawals & Void](#)
- Also Refer to: [Fall 2026 Academic Calendar](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

You are expected to attend all sessions. I will take attendance at the beginning of class, and part of how I judge class participation is based on attendance. In addition to the physical presence of your body, I expect that you will actively participate in the many learning activities we will engage in. These include experiential learning exercises, group tasks, and class discussions. Also, it is expected that all students contribute to a healthy, productive learning environment by showing respect for one another. I will use your participation as a quantitative judgment with your grade; in other words, there is a structure of accountability to which you will be held, as explained below.

I will assess specific points in this category. Here's what I do. There are 25 classes that you can participate in (i.e., all lecture/presentation classes, not including the first day, exam days, and Team contract activity day). Note: missing 5 classes for non-university approved reasons would mean that your participation score will become zero. In addition, if you have missed these classes without any prior communication, I reserve the right to drop you from class. For the classes you attend, I will grade participation for each class but will count only your top 20 scores. In other words, you will be graded each of the 25 days for class participation, but I will use your 20 best scores to count towards

the final participation grade. The grading scale for each day is out of 10 points. To make this part of the evaluation as objective as possible, and more importantly, as equitable as possible, participation scores will be given for each class period based upon the following scale:

Table 3: Attendance Scale

Points	Description
0	Not in class
3	Disrupting attention
5	Partial attention
7.5	Full attention (FA)
8-8.5	FA with contribution
9-10	FA with contribution demonstrating comprehension

Not in class: if you are not in a class for whatever reason, your participation for that class clearly warrants a score of 0—no other evaluation can be made in such a case and still be equitable to all of those in class. Missing a class has a major impact on the invaluable learning experience that participation in class provides. However, emergencies and unexpected events do arise, and thus, missing a class may be unavoidable. To allow for this reality, the final participation score (i.e., that which counts toward the final overall grade) will consist of the twenty (20) participation scores of the student's choosing.

Disrupting attention: The most common examples of disrupting attention are repeatedly interrupting class with personal business (i.e., cell phones, etc.) and excessive side discussions with classmates.

Partial attention: if you are only able to be there for a part of the class (i.e., if you come more than five minutes late or leave early or intermittently), for a reason not approved by me, again, equity dictates that you receive only partial credit for participation. Other forms of partial attention include, but are not limited to, reading the newspaper, sleeping/nodding off, taking care of some other business during class time (i.e., studying for other classes), text messaging, surfing the internet, having side discussions, etc.

Full attention: involves being in class, following the discussion, but not contributing anything to it (other than your attention).

Contributions: Contributions consist of meaningful additions to the discussion. This inherently requires listening to and respecting other people's points of view (but by no means does this mean that you must agree with them). Also, it means that you should not withhold questions for the risk of looking (or feeling) stupid. Relevant questions are always a contribution. Quantity may also play a role here; your contribution to the discussion to help it move along is appreciated. If you contribute outstanding comments and insights into the class discussion, you will earn between 9 and 10 points.

What is participation and contribution?

- raising and answering questions
- sharing ideas, observations, and personal experiences
- pointing out relevant data
- generating potential solutions
- relating and synthesizing ideas of others
- pointing out relationships to earlier discussions
- helping others develop their views and ideas
- not being satisfied with shallow analysis and/or pat answers

A seating chart will be utilized from class 2 onwards and is determined by the seating arrangement of the teams. This grading structure means that if you are excessively absent from class, leave early often, miss key activities, are disrespectful to your classmates or me, or obstructive to smooth class participation, it will significantly affect your participation score and, in turn, your final grade accordingly. Because of the nature of the experiential learning in the class, attendance and participation are critical. This means you can have a raw score of between 0 and 200 points for participation. This will be halved to get a final participation grade out of 100. PLEASE NOTE: as discussed in class (see zoom recordings), missing 5 classes for non university approved reasons would mean that your participation score will become zero. In addition, if you have missed these classes without any prior communication, I reserve the right to drop you from class.

Online Computer Requirements

Taking this class requires the student to have access to a computer (with Internet access) to complete all deliverables in this class. It is the student's responsibility to have (or have access to) a working computer. ***Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered a reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings, as well as the Academic Success Center. Students, please note: **Your computer being down is not an excuse for missing a deadline!** Our classes' online quizzes and exams can be accessed from any computer in the world that is connected to the internet. Contact your instructor **immediately** upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

Instructor Class Policies

I prefer to treat my students as responsible adults who have made an active choice to be where they are. Since the choice is yours, I expect that you will not only be attentive to the course material posted but also use the available resources, such as experiential learning activities, video clips, and lecture-discussions, to your advantage to get the most out of this class. I expect that you will watch any videos posted on D2L to prepare for quizzes and exams in addition to reading the assigned textbook chapters for that test.

An environment of respect is important to me, and I expect that you will respect both the other students and me in the class. No comments will be tolerated that are rude, demeaning, slanderous, prejudicial, or offensive. I reserve the right to significantly lower the grade (down to zero on a hundred for the participation grade) of a person who takes away from a positive and constructive classroom environment. In some cases, I might even remove this person from the class completely.

If there are university-recognized reasons why you will not be able to attend class or complete any assignments on time, I expect that you will discuss the same with me in advance and not after the due date/missed class. Email is the best way to reach me. I check my email on my phone, and so I am very accessible through email. Please Note: missing 5 classes for non-university approved reasons would mean that your participation score will become zero. In addition, if you have missed these classes without any prior communication, I reserve the right to drop you from class.

My personal philosophy revolves around fairness, so please know that I will put only as much effort into the development of a student and a class as I get from them.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees, and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Student Wellness Center, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled “*Run. Hide. Fight.*” which may be electronically accessed via the University police department’s webpage: [“Run. Hide. Fight.”](#)

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

Course Schedule:

***Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Date	Activities/Exams	Due Date for Write ups	Quiz Yes/No
Aug 25	Overview of Organizational Behavior	N/A	No
Aug 27	Finish Overview of Organizational Behavior	N/A	No
Sep 1	Team Contract Activity resulting in Team Contract (deliverable 1 for team project)	Due date for Team Contract write-up is Sep 17 by 11:59 PM in the corresponding Dropbox on D2L	No
Sep 3	Job Attitudes	N/A	No
Sep 8	Perception & Attribution	N/A	Yes, on Job Attitudes topics only
Sep 10	Finish Perception & Attribution	N/A	No
Sep 15	Bomb Shelter Activity resulting in Bomb Shelter Activity write-up (deliverable 2 for team project)	Due date for Bomb Shelter write-up is Sep 29 by 11:59 PM in the corresponding Dropbox on D2L	Yes, on Perception and Attribution topics only
Sep 17	Individual Differences & Emotion	N/A	No

Date	Activities/Exams	Due Date for Write ups	Quiz Yes/No
Sep 22	Finish Individual Differences & Emotion and discuss how to write up the Team Profile, resulting in Team Profile write-up (deliverable 3 for team project)	Due date for Team Profile write-up is Oct 8 by 11:59 PM in the corresponding dropbox on D2L	No
Sep 24	Communication	N/A	No
Sep 29	Exam 1	Bring a Scantron (regular, not long form), pencil, and pen.	No
Oct 1	Groups	N/A	No
Oct 6	Finish Groups and do the activity CSI Wichita Falls	N/A	No
Oct 8	Teams and do Word Generation activity	N/A	Yes, on Group Topics only
Oct 13	Finish Teams and do Origami and Translation activity. CSI + Word Generation + Origami + Translation activity will result in one 3-4 page write-up called four task-type activities (deliverable 4 for team project)	Due date for four task-type activities write-up is Oct 29 by 11:59 PM in the corresponding Dropbox on D2L.	No
Oct 15	Decision Making	N/A	Yes, on Teams topics only.
Oct 20	Finish Decision Making	N/A	No
Oct 22	Do the activity Survival Scenario 1. Those participating will write the activity up as a group (deliverable 5 for their team project), and those observing will write the activity up individually (individual deliverable that gets added to what you earned with your team)	Due date for Survival Scenario Participation (team write-up) is Nov 12 Due Date for Survival Scenario Observation (individual write-up) is Nov 19	Yes, on Decision-Making Topics only.

Date	Activities/Exams	Due Date for Write ups	Quiz Yes/No
Oct 27	Do the activity Survival Scenario 2. Those participating will write the activity up as a group (deliverable 5 for their team project), and those observing will write the activity up individually (individual deliverable that gets added to what you earned with your team)	Due date for Survival Scenario Participation (team write-up) is Nov 12 Due Date for Survival Scenario Observation (individual write-up) is Nov 19	No
Oct 29	Conflict & Negotiation	N/A	No
Nov 3	Power & Politics	N/A	Yes, on Conflict and Negotiation Topics only.
Nov 5	Exam 2 (exams are non-cumulative. Exam 2 only tests topics and activities done after Exam 1)	Bring a Scantron (regular, not long form), pencil, and pen.	No
Nov 10	Leadership	N/A	No
Nov 12	Change and Stress	N/A	Yes, on Leadership Topics only
Nov 17	Finish Change and Stress	N/A	
Nov 19	Organization Design	N/A	Yes, on Change and Stress topics only.
Nov 24	Organization Culture & Socialization	N/A	No
Nov 25	Thanksgiving break		
Dec 1	International Culture	N/A	No
Dec 3	Finish International Culture	N/A	No
TBA	Exam 3 (exams are non-cumulative. Exam 3 only tests topics and activities done after Exams 1 and 2)	Bring a Scantron (regular, not long form), pencil, and pen.	No

Date	Activities/Exams	Due Date for Write ups	Quiz Yes/No
During Final week. Exact date TBA (based on Finals schedule to be released later this semester)			