



Course Syllabus: Organizational Behavior in Business

Dillard College of Business Administration

MGMT 3013 Section X10

Fall 2026 Semester, August 24, 2026 – December 12, 2026

Contact Information

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Course Description

A study of people's behavior at work in all forms of organizations. Topics to be covered include the fundamentals of both organizations and of organizational behavior, including individual differences, attitudes, values, ethics, motivation, group dynamics, decision-making, conflict, power, change, stress, leadership, job design, and organization structure. It also includes the development of management theory and international and technological management and self-assessment.

Textbook & Instructional Materials

Required Materials: McShane, Steven L. and Von Glinow, Mary Ann (2026). Organizational Behavior: Emerging Knowledge. Global Reality. 2026 Release. New York, NY: McGraw Hill LLC. ISBN 978-1-266-02752-09 (bound) or 978-1-265-59623-1 (loose-leaf). Connect ® version is accessible through D2L as part of the MSU Access and Affordability Program. A student fee was added to your student account to cover textbook costs. You may opt out of this fee and purchase materials on your own. The instructor may provide additional articles and materials via D2L.

If you cannot access the ebook and materials through D2L you may have to set up a student account. Visit <https://www.mheducation.com/highered/support/support-at-every-step/connect/first-day-of-class/ia-d2l> for step-by-step registration instructions on how to access your Connect® class materials.

Learning Goals

Upon successful completion of this course, students will be able to:

1. Explain the foundations of Organizational Behavior and how individual, team, and organizational factors influence behavior in the workplace.
2. Apply individual-level OB concepts such as personality, perception, attitudes, motivation, emotions, stress, and decision making to workplace situations.
3. Analyze team and interpersonal dynamics including teamwork, communication, power and influence, leadership, and conflict.
4. Evaluate organizational-level factors including organizational structure, culture, and change and their effects on employees and organizational outcomes.
5. Diagnose workplace problems using Organizational Behavior concepts and evidence rather than relying solely on assumptions, personal opinions, or surface-level explanations.
6. Develop practical, evidence-based recommendations for workplace challenges based on Organizational Behavior concepts and theories.
7. Recognize how ethical and individual differences influence behavior, decisions, and relationships in organizations.

Dillard College General Learning Goals

Through course assignments and activities, students will also develop and demonstrate:

8. Problem-solving and decision-making abilities through the critical analysis, evaluation, and interpretation of business information.
9. Competency in written business communication through the analysis and communication of workplace problems, evidence, and recommendations.
10. Competency in professional teamwork and communication by contributing to team objectives, communicating professionally, demonstrating reliability and accountability, and working effectively with others.
11. Ethical reasoning skills within a business environment when evaluating workplace decisions, behaviors, and recommendations.
12. Competency in the use of technology to communicate, collaborate, complete coursework, and present information in an online business environment.

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
Syllabus Quiz	20
Chapter Quizzes (12 at 15 pts each)	180
OB in Action Challenges (6 at 30 pts each)	180
Exams (2 at 250 pts each)	500
Team Organizational Consulting Project	300
Individual OB Analysis Paper	300
Total Points	1480

Table 2: Total points for final grade.

Grade	Points
A	1311 or more
B	1163 to 1310
C	1015 to 1162
D	868 to 1014
F	Less than 867

Homework

Homework assignments are designed to help you apply Organizational Behavior concepts throughout the semester. Homework includes OB in Action Challenges and required components of the Team Organizational Consulting Project.

OB in Action Challenges (180 points): Throughout the semester, you will complete short application-based activities connected to assigned chapters. These activities ask you to apply course concepts to workplace situations, decisions, or problems rather than simply define or recall course material. Specific instructions and due dates will be provided in D2L.

Team Organizational Consulting Project Checkpoints: Teams will complete several project deliverables throughout the semester, including a Team Contract, Case File A: Initial Diagnosis, Case File B: Revised Diagnosis, and a Final Consulting Plan. Additional details are provided under Projects Required and in D2L.

Unless otherwise stated, assignments must be submitted through D2L by the posted deadline.

Quizzes

Syllabus Quiz (20 points): At the beginning of the semester, students will complete a Syllabus Quiz covering important course requirements, policies, and expectations. The quiz includes an acknowledgment confirming that the student has read the syllabus and understands the policies outlined in it. Students will complete the quiz in D2L.

Chapter Quizzes (180 points): There will be 12 chapter quizzes worth 15 points each. Quizzes assess understanding of the assigned chapter material and are completed online in McGraw-Hill Connect which is accessible through D2L. Students are responsible for completing quizzes by the posted deadlines.

Exams

There will be two exams worth 250 points each. Exams will assess students' understanding and application of Organizational Behavior concepts covered during that portion of the semester.

Exams may include multiple-choice, application, and/or scenario-based questions. The first exam will be over the six chapters covered in the first half of the class, and the second exam will cover the six chapters covered in the second half of the class.

The exams are intended to assess more than memorization of terminology. Students should be prepared to recognize, distinguish between, and apply OB concepts to workplace situations. They are open-book, open-note, and untimed. You are not able to work together in any size of group to complete the exams. They are multiple choice and true/false.

Projects Required

Two major projects are required in this course.

Team Organizational Consulting Project (300 points): Students will work in consulting teams throughout the semester to analyze a fictional organization, Mustangs and Maroon, using Organizational Behavior concepts. Teams will receive organizational information in stages, diagnose OB problems, revise their conclusions as additional evidence becomes available, develop recommendations, and present a final consulting proposal.

The project includes a Team Contract (10 points), Case File A: Initial Diagnosis (20 points), Case File B: Revised Diagnosis (30 points), Final Consulting Plan (40 points), Final Consulting Presentation (170 points), and a Peer Evaluation (30 points).

Most team checkpoints require the team to develop one shared response and each team member to submit the same response individually. The Peer Evaluation is completed individually and confidentially.

The final recorded consulting presentation will require teams to diagnose three major OB issues, support their conclusions with organizational evidence and course concepts, develop specific recommendations, prioritize implementation, allocate a hypothetical \$100,000 implementation budget, and identify measures of success.

Individual Organizational Behavior Analysis Paper (300 points): Students will complete a 6–8 page individual paper analyzing one real workplace situation using Organizational Behavior. Students will identify a workplace situation and use at least three OB concepts or theories from at least three different chapters to explain why the situation occurred. The paper will include four major sections including the situation, organizational behavior analysis, what could have been done differently, and what this situation teaches us about OB. The paper must use the course textbook and at least three credible outside sources, including at least two scholarly/academic sources. APA 7th edition should be used for citations and references. Additional instructions and the grading rubric will be available in D2L.

Extra Credit

Extra credit is not guaranteed in this course. If an extra-credit opportunity is offered, it will be made available to the class as a whole and will include specific instructions and deadlines.

Individual extra-credit assignments will not be created to raise a student's grade at the end of the semester. Students should not rely on extra credit as a substitute for completing required coursework. Do not ask for extra credit.

Late Work

Students are expected to complete assignments by the deadlines posted in D2L.

When late work is accepted, a 10% late penalty will be applied. The late-work policy does not guarantee that every assignment can be submitted after its deadline. Certain assignments, quizzes, exams, team activities, or time-sensitive course requirements may have firm deadlines because of their format or because later course activities depend on their completion. For example, the Individual Organizational Behavior Analysis Paper must be turned in by its due date. It cannot be accepted late. Do not ask.

Any assignment-specific restrictions on late submissions will be clearly identified in D2L.

Students are responsible for planning ahead and allowing sufficient time to submit assignments successfully. Waiting until immediately before a deadline increases the risk that technical or other unexpected problems will interfere with submission.

Make Up Work/Tests

Make-up work and make-up exams are generally not allowed. Students who miss an exam or other time-sensitive assignment because of an excused absence, emergency, or other university-recognized circumstance should contact Professor Forrester as soon as reasonably possible and provide any required documentation.

When a make-up exam is approved, the format and questions may differ from the original exam while assessing the same course learning objectives. Missed team responsibilities cannot always be recreated through an individual make-up assignment. Students are responsible for communicating with their team and Professor Forrester when circumstances interfere with their ability to participate.

Failure to complete coursework because of forgetting a deadline, misunderstanding a due date, or failing to regularly check D2L does not automatically qualify a student for make-up work.

Important Dates

- Last day for term schedule changes: August 27, 2026
- Deadline to file for graduation: September 21, 2026
- Last Day to drop with a grade of "W": November 23, 2026

- Refer to: [Drops, Withdrawals & Void](#)

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

Students are expected to attend all meetings of the classes in which they are enrolled. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member. In those classes where attendance is considered as part of the grade, the instructor should so inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ****Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered 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. ****Your computer being down is not an excuse for missing a deadline!!*** There are many places to access your class! Our online classes can be accessed from any computer in the world which 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](#).

Recording Classes

****Recording classes is generally prohibited without the professor's explicit permission.*** Such recordings, when permitted, are for personal use only and may not be uploaded to the internet or otherwise shared, transmitted, or published without the professor's prior consent. Some faculty may not permit recordings of their classes. When it is feasible and appropriate, students may record classes to accommodate disabilities under the Americans With Disabilities Act, with prior approval of Disability Support Services. Such recordings may not be uploaded to the internet or otherwise shared, transmitted, or published.

Instructor Class Policies

Professional Communication and Conduct: Consistent with the Dillard College of Business Administration's commitment to professionalism, students are expected to communicate respectfully and professionally in all course-related interactions, including email, D2L, and team communication. Disagreement, questions, and concerns are always welcome; disrespectful, hostile, threatening, or demeaning communication is not. A first instance of unprofessional communication will generally result in a warning and an opportunity to correct the communication. Repeated or serious violations may result in a deduction of up to 10% of the student's overall course grade. When in doubt: Be respectful, be professional, and remember that how you communicate matters just as much as what you communicate.

24/7 Policy: Students who have a question or concern about a grade should wait at least 24 hours after the grade and feedback are posted before contacting Professor Forrester. This time should be used to review the assignment instructions, rubric, submission, and feedback. Grade questions or concerns must then be raised within 7 days of the grade being posted. After seven days, the grade will be considered final except in the case of a calculation or recording error. For example: If a grade is posted on Monday at 3:00 p.m., you should wait until at least Tuesday at 3:00 p.m. before contacting Professor Forrester with a question or concern about the grade. During those 24 hours, review your submission, the assignment instructions, rubric, and any feedback provided. If you still have a question after 24 hours, you are welcome to contact Professor Forrester. However, you must do so within seven days of the grade being posted. In this example, your question or concern must be raised by the following Monday at 3:00 p.m.

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) exists 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](#).

Emergency Aid Resources for Basic Needs

Unexpected life circumstances can affect anyone. If you are experiencing challenges meeting basic needs—such as housing, utilities, food, transportation, healthcare, technology, textbooks or other life necessities, resources may be available to help. Visit the [Student Emergency Support and Resources webpage](#) to learn more, and explore emergency support opportunities through MSU and how to access them. For additional information, please contact the Office of Student Affairs: Clark Student Center #108, (940) 397-7500, student.affairs@mstuexas.edu.

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](#)

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

Course Schedule:

Week or Module	Activities/Assignments/Exams	Due Date
Week 1 8/24 to 8/29	Syllabus Quiz, Chapter 1 Quiz	August 27, 2026

Week or Module	Activities/Assignments/Exams	Due Date
Week 2 8/30 to 9/5	Chapter 3 Quiz, OB in Action #1: What's Really Going On?	September 3, 2026
Week 3 9/6 to 9/12	Chapter 4 Quiz, Team Contract (Team Activity)	September 10, 2026
Week 4 9/13 to 9/19	Chapter 5 Quiz, OB in Action #2: Nobody Wants to Work Anymore	September 17, 2026
Week 5 9/20 to 9/26	Chapter 6 Quiz, Read Case File A, Case File A Checkpoint: Initial Diagnosis (Team Activity)	September 24, 2026
Week 6 9/27 to 10/3	Chapter 7 Quiz, OB in Action #3: Fix It or Make It Worse?	October 1, 2026
Week 7 10/4 to 10/10	Exam 1	October 8, 2026
Week 8 10/11 to 10/17	Chapter 8 Quiz, Read Case File B, Case File B Checkpoint (Team Activity)	October 15, 2026
Week 9 10/18 to 10/24	Chapter 10 Quiz, OB in Action #4: Who Really Runs This Team?	October 22, 2026
Week 10 10/25 to 10/31	Chapter 11 Quiz, Final Consulting Plan (Team Activity)	October 29, 2026
Week 11 11/1 to 11/7	Chapter 12 Quiz, OB in Action #5: When Leadership Meets Conflict	November 5, 2026
Week 12 11/8 to 11/14	Chapter 13 Quiz, Final Organizational Consulting Presentation (Team Activity)	November 12, 2026
Week 13 11/15 to 11/21	Chapter 15 Quiz, OB in Action #6: We've Outgrown the Way We Work, Peer Evaluations	November 19, 2026
Week 14 11/22 to 11/28	Thanksgiving Break – No Assignments	N/A
Week 15 11/29 to 12/5	Exam 2	December 3, 2026
Week 16 12/7 to 12/13	Individual Organizational Behavior Analysis Paper	December 9, 2026