



MGT 320: Organizational Behavior

Term: Fall 2026

Credits: 3.0

Lecture Times & Location: Tuesday & Thursday 11:00 a.m.–12:15 p.m., Tidewell Hall 130

Modality: In-Person

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Instructor Information

- **Instructor:** Dr. Simone Ferris (Assistant Professor of Management)
- **Email:** sferris@university.alkimi.ai
- **Office:** Tidewell Hall 324
- **Office Hours:**
 - Tuesday & Wednesday: 9:30–11:00 a.m. (In person, Tidewell Hall 324)
 - Friday: 2:00–3:00 p.m. (Virtual via Zoom; link posted in Canvas)
 - Also available by appointment.

Course Description

Individual and group behavior in organizations: personality, perception, motivation, job attitudes, team dynamics, power and politics, organizational culture, and evidence-based management. MGT 320 provides a comprehensive, research-based exploration of human behavior in organizational settings across individual, interpersonal, and systemic levels. Students examine how personality, emotional intelligence, job attitudes, and perceptual biases influence managerial decision-making and workplace performance. Moving from individual dynamics to group processes, the course investigates team development, psychological safety, leadership paradigms, negotiation strategies, organizational culture, and change management through evidence-based managerial research and real-world corporate case studies.

Prerequisites

MGT 301.

Measurable Student Learning Outcomes

Upon successful completion of MGT 320, students will be able to:

1. **Evaluate Individual Differences and Attitudes:** Analyze how personality traits, cognitive biases, values, and emotional intelligence impact employee motivation, job satisfaction, and ethical decision-making.
2. **Apply Work Motivation Theories:** Design motivating jobs and compensation structures using content, process, and self-determination theories of motivation to improve retention and productivity.
3. **Diagnose Team Dynamics and Functioning:** Assess stages of team development, evaluate sources of social loafing, and cultivate psychological safety to optimize high-performance team collaboration.
4. **Analyze Power, Politics, and Conflict:** Differentiate bases of power, apply ethical influence tactics, and negotiate integrative solutions to functional and dysfunctional organizational conflict.

5. **Lead Cultural and Organizational Change:** Examine organizational culture formation, diagnose resistance to change, and apply evidence-based change frameworks to navigate structural transitions.

Required Course Materials & Approximate Costs

1. **Stephen P. Robbins and Timothy A. Judge. *Organizational Behavior*. 19th ed., Pearson, 2023.** Approx. \$60 digital rental, \$130 print purchase.
2. **Alkimi Organizational Behavior Case Packet.** Free digital case materials provided on Canvas.
3. **Total estimated cost:** \$60 to \$130.

Generative AI Policy (AI Level 2: AI Permitted with Disclosure for Specified Tasks)

In accordance with Alkimi University Academic Policies (Student Handbook §5.8), MGT 320 operates under **AI Level 2**.

- **What is permitted:** You may use generative AI tools to brainstorm organizational behavior case perspectives, review behavioral definitions, and check the grammar or formatting of draft case analyses.
- **What is prohibited:** You may not use AI tools during examinations, nor may you submit AI-generated diagnostic case analyses, team evaluation memos, or personal reflection essays as your own work.
- **Disclosure:** Any case brief or term project submitted with AI assistance must include an explicit disclosure statement explaining which AI tools were consulted and how their contributions were adapted.

Grading Components and Weights

- **Midterm Examination 1:** 20% (In class, Thursday, September 24)
- **Midterm Examination 2:** 20% (In class, Thursday, October 29)
- **Organizational Diagnostic Case Project:** 20% (Due Friday, November 20 at 11:59 p.m.)
- **Behavioral Case Briefs:** 15% (Three written case analysis briefs submitted via Canvas on Fridays at 11:59 p.m. in weeks 4, 8, and 12)
- **In-Class Team Simulations & Discussions:** 5% (Active participation in weekly behavioral simulations, structured debates, and team exercises)
- **Comprehensive Final Examination:** 20% (Wednesday, December 16, 2026, 1:30–3:30 p.m.)

Grading Scale (Alkimi University Standard)

- **A:** 93–100% | **A-:** 90–92%
- **B+:** 87–89% | **B:** 83–86% | **B-:** 80–82%
- **C+:** 77–79% | **C:** 73–76% | **C-:** 70–72%
- **D+:** 67–69% | **D:** 60–66% | **F:** Below 60%
- **Extra credit:** No extra credit assignments are available in MGT 320. Evaluation is based strictly on performance in assigned case briefs, the diagnostic project, class discussions, and examinations.

Course Schedule (Fall 2026)

Week	Dates	Topics & Readings	Assignments & Deadlines
Week 1	Aug 27	Introduction to Organizational Behavior and Evidence-Based Management: Defining organizational behavior; evidence-based management vs. intuition; systematic study; behavioral science disciplines contributing to OB. <i>Reading: Robbins & Judge, Ch. 1</i>	<i>First day of classes: Wed Aug 26.</i>
Week 2	Sep 1, 3	Workplace Diversity and Individual Differences: Surface-level vs. deep-level diversity, discrimination in the workplace, biographical characteristics, ability, and managing diversity effectively. <i>Reading: Robbins & Judge, Ch. 2</i>	<i>Wed Sep 2: Add/section change deadline.</i>

Week	Dates	Topics & Readings	Assignments & Deadlines
Week 3	Sep 8, 10	Attitudes and Job Satisfaction: Components of attitudes (cognitive, affective, behavioral); cognitive dissonance; job satisfaction, employee engagement, and organizational commitment. <i>Reading: Robbins & Judge, Ch. 3</i>	<i>Mon Sep 7: Labor Day (no classes). Wed Sep 9: Census date (last day to drop without a W).</i>
Week 4	Sep 15, 17	Emotions and Moods in Organizations: Differentiating emotions and moods; emotional labor; emotional intelligence (EI) models; emotion regulation strategies; Case Brief 1 due Friday. <i>Reading: Robbins & Judge, Ch. 4</i>	—
Week 5	Sep 22, 24	Personality, Values, and Midterm Exam 1: Big Five personality model, Myers-Briggs Type Indicator, Dark Triad, values and Schwartz's value theory; Midterm Examination 1 in class. <i>Reading: Robbins & Judge, Ch. 5</i>	Midterm Examination 1 (in class).
Week 6	Sep 29, Oct 1	Perception and Individual Decision-Making: Factors influencing perception, attribution theory, fundamental attribution error, self-serving bias, and bounded rationality in decision-making. <i>Reading: Robbins & Judge, Ch. 6</i>	—
Week 7	Oct 6, 8	Motivation Concepts and Theories: Early theories of motivation (Maslow, Herzberg, McClelland); contemporary theories (self-determination, goal-setting, self-efficacy, equity). <i>Reading: Robbins & Judge, Ch. 7</i>	—
Week 8	Oct 15	Motivation: From Concepts to Applications (Fall Break Week): Job characteristics model, job redesign, flextime, telecommuting, and employee involvement programs (Fall Break week); Case Brief 2 due Friday. <i>Reading: Robbins & Judge, Ch. 8</i>	<i>Oct 12–Oct 13: Fall break (no classes).</i>
Week 9	Oct 20, 22	Foundations of Group Behavior: Classifying groups, stages of group development, group properties (roles, norms, status, size, cohesiveness, diversity), and group decision-making. <i>Reading: Robbins & Judge, Ch. 9</i>	—
Week 10	Oct 27, 29	Understanding Work Teams and Midterm Exam 2: Differences between groups and teams; types of teams; creating effective teams; team composition, processes, and psychological safety; Midterm Exam 2. <i>Reading: Robbins & Judge, Ch. 10</i>	Midterm Examination 2 (in class).
Week 11	Nov 3, 5	Communication in Modern Organizations: Communication functions, direction of communication, interpersonal channels, information overload, barriers to effective communication, and active listening. <i>Reading: Robbins & Judge, Ch. 11</i>	<i>Fri Nov 6: Last day to withdraw (W) or elect Pass/No Pass.</i>
Week 12	Nov 10, 12	Leadership Styles, Theories, and Ethics: Trait, behavioral, and contingency theories of leadership; transformational vs. transactional leadership; ethical and servant leadership; Case Brief 3. <i>Reading: Robbins & Judge, Ch. 12</i>	—
Week 13	Nov 17, 19	Power, Politics, and Influence in Organizations: Bases of power (formal vs. personal), dependence, power tactics, sexual harassment, organizational politics, and impression management; Project due. <i>Reading: Robbins & Judge, Ch. 13</i>	Organizational Diagnostic Case Project due Fri Nov 20 at 11:59 p.m.
Week 14	Nov 24	Conflict Management and Negotiation (Thanksgiving Week): Conflict transitions, conflict process, distributive vs. integrative bargaining, and negotiation stages (Thanksgiving week). <i>Reading: Robbins & Judge, Ch. 14</i>	<i>Nov 25–Nov 27: Thanksgiving break (no classes).</i>
Week 15	Dec 1, 3	Organizational Structure and Organizational Culture: Elements of organizational structure; institutional culture, strong vs. weak cultures, culture creation, and socialization processes. <i>Reading: Robbins & Judge, Ch. 15–16</i>	—
Week 16	Dec 8	Organizational Change, Well-Being, and Course Synthesis: Forces for change, overcoming resistance to change, Lewin's three-step model, workplace stress management, and	<i>Wed Dec 9: Last day of classes. Thu Dec 10: Reading Day.</i>

Week	Dates	Topics & Readings	Assignments & Deadlines
		comprehensive final review. <i>Reading: Robbins & Judge, Ch. 17–18 and Review</i>	
Finals	Dec 16	Comprehensive Final Examination: Wednesday, December 16, 2026, 1:30–3:30 p.m., Tidewell Hall 130.	Scheduled during the university final examination period in Tidewell Hall 130.

Course Policies

Attendance Policy

Regular attendance in Tidewell Hall 130 is required. Class meetings are structured around experiential exercises, case discussions, and team simulations that cannot be replicated outside class. Missing more than two unexcused sessions will adversely impact your participation grade. Inform Dr. Ferris promptly of any excused absences. Students who miss the first two class meetings without notifying the instructor may be dropped. Students may miss class for religious observance without penalty if they notify the instructor in writing within the first two weeks of the semester (by Wednesday, September 9, 2026). Absences for university-sponsored activities (athletics, performances, conferences) are excused with a letter from the sponsoring office at least one week in advance.

Late Work Policy

Case briefs and the Organizational Diagnostic Case Project incur a 10% penalty for each calendar day late and are not accepted after three days past the deadline. In-class simulation exercises cannot be made up without an approved excused absence.

Final Exam Policy

The final examination (Wednesday, December 16, 2026, 1:30–3:30 p.m.) is scheduled by the University Registrar and can't be moved without the Dean's written approval (Faculty Handbook §5.5). A student with three or more final exams on the same calendar day may reschedule one of them. Requests go to the instructor of the middle exam by the last day of classes. For this term, send the request by Wednesday, December 9, 2026 (Student Handbook §6.4).

Academic Integrity

Alkimi University is an academic community devoted to rigorous scholarship, open intellectual inquiry, and uncompromising ethical conduct. All students are subject to the regulations of the Alkimi University Academic Integrity Policy. Academic dishonesty—including plagiarism, cheating on examinations, unauthorized collaboration, fabrication of empirical data, and unauthorized submission of academic work generated by artificial intelligence—undermines the integrity of the university and carries severe disciplinary sanctions. Sanctions range from a failing grade on an assignment or exam to an administrative course failure recorded as an 'XF' on the official transcript, academic suspension, or expulsion. Suspected violations are formally investigated and resolved through the Office of Academic Integrity in accordance with Faculty Handbook §6. For detailed information, consult the Office of Academic Integrity, Lovell Hall 315, (555) 555-0163, integrity@university.alkimi.ai.

Accessibility Services

Alkimi University is committed to providing equitable educational access and reasonable accommodations for all students with documented disabilities, including physical, sensory, psychological, learning, and chronic health conditions. Students requesting academic accommodations must formally register with the Office of Accessibility Services, Harlan Hall 204, (555) 555-0155, access@university.alkimi.ai. Once approved, students will receive an official Faculty Accommodation Letter detailing approved accommodations. Students should present this letter to the instructor as early in the semester as possible, and at least one

week prior to any exam or assignment requiring accommodation. Accommodations cannot be applied retroactively.

Student Wellness and Mental Health

Your physical health, psychological well-being, and mental health are essential to your academic success. If you experience heightened stress, anxiety, depressive symptoms, personal trauma, or academic burnout, free, confidential counseling and medical care are available through the Hollis Health & Counseling Center, located in the Hollis Center. Routine appointments are available Monday–Friday 8:00 a.m.–6:00 p.m. and Saturday 10:00 a.m.–2:00 p.m. during the semester by calling (555) 555-0190 or emailing health@university.alkimi.ai. Urgent, 24/7 crisis psychological counseling is accessible immediately at (555) 555-0199.

Campus Student Support Services

- **Academic Advising Center:** Lovell Hall 101 | (555) 555-0158 | advising@university.alkimi.ai
- **Writing Center:** Whitcombe Library 3rd Floor | Free consultations on papers, reports, and research projects at any stage.
- **Whitcombe Library:** Whitcombe Library, Main Floor | (555) 555-0170 | askalibrarian@university.alkimi.ai
- **Hollis Health & Counseling Center:** Hollis Center | (555) 555-0190 | 24/7 Counseling Line: (555) 555-0199 | health@university.alkimi.ai
- **Academic Advising Center:** Lovell Hall 101 | Academic advising, degree planning, and leadership internship consultation.