



**Fall 2014: MGMT 306.002 Organizational Behavior and Diversity**  
**Thursdays 8-10:30 a.m.**  
**R.O. Anderson School of Management 1004**

**INSTRUCTOR INFORMATION**

Instructor: Melissa Cast  
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Office Hours: Tuesdays 2:00-3:30 p.m.      Thursdays 2:00-4:00 p.m. & by appointment

**COURSE MATERIALS**

Text:



ORGANIZATIONAL BEHAVIOR 16/E

Author: ROBBINS  
ISBN: 9780133507645  
Publisher: Pearson Education  
Edition: 16  
Copyright: 15

**\*PLEASE NOTE: As a registered student, you are responsible for the material covered in the 16<sup>th</sup> edition. Therefore, I do NOT recommend purchasing a previous (or global) edition of the text. Further, you are responsible for acquiring the textbook-failure to purchase the textbook is NOT an acceptable excuse for missed work.**

Other: Supplemental videos and readings may be posted on UNM Learn or handed out in class. These materials will be provided by the instructor and notice of their usage will be given during class or via UNM Learn. Please see the Required Technology section below.

**COURSE CATALOG DESCRIPTION**

MGMT 306: ORGANIZATIONAL BEHAVIOR AND DIVERSITY, 3 CR. Emphasis on application of behavioral science theory and concepts. Focus on individual, interpersonal and group processes in a diverse work force.

**COURSE OBJECTIVES**

- Develop an understanding of human behavior and its influence on groups and organizations.
- Develop an understanding of basic organizational behavior (OB) concepts.

- Grow your problem identification, evaluation, and decision making skills.
- Build a framework to aid in your analysis and comprehension of: individual perception, motivation, behavior, interpersonal relations, communications, conflict, and organizational processes and structures.
- Demonstrate knowledge of diversity.
- Recognize ethical issues.

## **COMMUNICATION WITH THE INSTRUCTOR**

- **PLEASE USE UNM LEARN (NOT UNM EMAIL) FOR ALL COURSE COMMUNICATION.** If an emergency occurs and you must reach me immediately, you may email me at [castm@unm.edu](mailto:castm@unm.edu). If you send email to this address for purposes other than an emergency, I will instruct you to re-submit your communication via UNM Learn. ***I will make every effort to reply to your email within 24-48 hours.*** If it is a matter which requires special consideration, I will send an initial response indicating my receipt of your message and a follow-up message once the issue is resolved.
- Because all course communication must occur via UNM Learn, leaving a message on my office voicemail or a note on my office door is not sufficient. Please do not assume I will reply to such efforts.

## **REQUIRED TECHNOLOGY**

In order to access course resources, students need to log onto UNM Learn. (<https://learn.unm.edu>). Through UNM Learn, you will be able to access the course syllabus, the powerpoints for each chapter, and any additional assigned readings or resources. ***You will not have to submit assignments via UNM Learn, but it will be your 'go to' location for course resources. Also, I will post all grades here, so check frequently to see where you stand in the course!***

### **Additional UNM Learn information:**

Learn Course Requires:

- A high speed Internet connection is highly recommended.
- Supported browsers include: Internet Explorer, Firefox, and Safari. Detailed Supported Browsers and Operating Systems: <http://kb.blackboard.com/pages/viewpage.action?pageId=38830689>

Any computer capable of running a recently updated web browser should be sufficient to access your online course. However, bear in mind that processor speed, amount of RAM and Internet connection speed can greatly affect performance.

Learn course components perform best on a high speed Internet connection. Those using dial-up connections will experience longer page load times and much slower performance when accessing their online course. Many locations offer free high speed Internet access including Anderson's Computer Lab (ASM 1002), (UNM's Computer Pods (<http://it.unm.edu/pods/locations.html>) or one of UNM's many (Statewide Centers: <http://statewide.unm.edu/nm/index.html>).

For additional information: see <https://learn.unm.edu>

For UNM Learn Technical Support: (505) 277-5757 (M-F 8am - 5pm) or [learn@unm.edu](mailto:learn@unm.edu).

### **UNM Learn Tracking:**

UNM Learn automatically records all students' activities including: your first and last access to the course, the pages you have accessed, etc... This data can be accessed by the instructor to evaluate class participation and to identify students having difficulty.

### **Scheduled Maintenance**

UNM Learn has a daily scheduled maintenance window from 4:30 am – 5:30 am when UNM Learn is not available. There is also a routine maintenance window every Saturday from 6:00 am – 12 noon which may be used for system maintenance. In addition, UNM IT may conduct general system maintenance that affects multiple systems on campus, including UNM Learn. The general system maintenance window is on Sundays from 6:00 am – 12 noon. Announcements for the Saturday and Sunday maintenance windows are normally posted in UNM Learn two weeks ahead of time to notify users of planned outages.

## **GRADING**

***Note: Check your posted grades on UNM Learn frequently. Any questions regarding grades should be submitted in writing within 48 hours after the grade has been posted.***

**Teamwork:** I will place you in teams at the beginning of the semester. There will be approximately 8 teams of 5 members each. This will be the team with which you do your final project. Also, throughout the semester you will work with this team on in-class activities. As such, I will ask you to sit with your teammates for the duration of the semester.

**Attendance:** I understand that this is an early class. However, your responsibility as a student is to attend every class session unless documentation of an excused absence is provided. As such, every class period will provide an opportunity to earn attendance and/or in-class activity points. Because these points are tied to your presence and/or class participation, make-up points are rarely possible. Attendance points will not be given on quiz days. However, points will be given for all other classes, including presentations during final exam week.

**Quizzes:** There will be 5 quizzes throughout the semester worth 100 points each. At the end of the semester, I will drop your lowest quiz. Quizzes may only be made up in the case of an excused absence. Otherwise, a missed quiz will be awarded '0' points and be dropped as your lowest quiz. Quizzes may consist of multiple-choice, true-false questions, short answer, and essay questions. You are responsible for all material in the book chapters, even if we do not cover it in class. A final exam will not be given. **YOU ARE REQUIRED TO BRING A SCANTRON TO CLASS FOR THE QUIZ. FAILURE TO DO SO WILL RESULT IN A 2 POINT DEDUCTION FROM YOUR QUIZ SCORE.**

**Behavioral Research Lab Participation:** The Department of Organizational Studies requires that all students taking MGMT 306 and MGMT 506 on the Main Campus participate in research. The purpose of this requirement is to actively involve students in the scientific process of conducting organizational behavior research. One benefit of the requirement is that it helps students gain a deeper understanding of the implications and limitations of research findings discussed in class—knowledge that can enhance critical thinking about OB research and facilitate more effective application of that research to “real life” organizational contexts.

This requirement can involve either actual participation as research subjects in ongoing studies in the department or writing brief papers that summarize the theory, methods, and results of published research. A total of 2 research credits must be obtained, involving any combination of either participating as a subject or writing a report. Research studies are 1 hour in length. In order to receive full 40 points for this requirement (5% TOTAL grade), students MUST complete 2 research credits (any combination of research participation and written reports). In other words, no partial credit will be granted (e.g., completing 1 credit will earn 0 points). All research activity (i.e., lab sessions and research reports) must be completed by Friday December 5<sup>th</sup>, 2014 at 5:00 p.m. A full description of the requirement can be found in the Department of Organizational Studies’ Research Participation memo, which will be distributed and discussed during the second week of class. You can also find further information at the Anderson Behavioral Lab website: <http://www.mgt.unm.edu/behavioral-lab>

**Final Project:** In the real world, much of what you have to accomplish will depend on other people. As such, your final team project will be an important part of your grade. This project will be presented during the final exam period set aside for our class, as pre-determined by the University. A separate handout detailing this project can be found at the end of this syllabus.

**Points Possible:**

Quizzes (4 counted @ 100 points each):	400
Attendance/Activity Points (10 regular class sessions @ 20 pts):	200
Team Project Proposals:	10
Final Team Project (Oral, Written Components & Evaluations):	150
Behavioral Research Lab Participation:	<u>40</u>
<b>Total Points Possible</b>	<b>800</b>

***\*The instructor reserves the right to offer extra credit opportunities during the course of the semester. However, these will not affect the total course points possible.***

To calculate your grade, then, you only need to divide the total number of points you’ve earned to date by the total points possible to date. At the end of the semester, you only need to take your total points and divide by 800 to give you your grade as a percent. The grading scale is as follows:

A	90% to 100%	≥720 points
B	80% to 89%	719-640
C	70% to 79%	639-560

D	60% to 69%	559-480
F	Equal to/Under 59%	≤480

**The instructor does not round grades (e.g. 89.99% = B; 90.00% = A) Fractional grades may be used at the instructor's discretion.**

## **ADMINISTRATIVE INFORMATION**

### **Online UNM Resources:**

- **Libraries:** <http://www.unm.edu/libraries>
- **CAPS** <http://caps.unm.edu/> - CAPS is a free-of-charge educational assistance program available to UNM students enrolled in classes.
- **Online Writing Lab (OWL)** - <http://caps.unm.edu/writing/owl> - students may submit academic papers required for UNM course or degree fulfillment or application submissions online for proofreading.
- **Smarthinking** - <http://caps.unm.edu/online/smarthinking/cas> Smarthinking™ is a Washington, D.C. based organization that provides online tutoring and academic support for university students 24 hours a day, 7 days a week in various common courses.

### **Students with Disabilities:**

Qualified students with disabilities will be provided reasonable and necessary academic accommodations if determined eligible by the Accessibility Resource Center (<http://as2.unm.edu/>). Please refer to UNM's Disability Policy for further information, <http://pathfinder.unm.edu/common/policies/academic-adjustments.html>

The American 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 accommodations of their disabilities. If you have a disability requiring accommodation, please contact me immediately to make arrangements as well as Accessibility Services Office in 2021 Mesa Vista Hall at 277-3506 or <http://as2.unm.edu/index.html>. Information about your disability is confidential.

If you are a qualified person with disabilities who might need reasonable accommodations in academic settings, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs. Frequently, we will need to coordinate accommodating activities with other offices on campus, so that course materials can be made available in alternative formats.

**Copyrighted Materials:**

All materials in this course fall under copyright laws and should not be downloaded, distributed, or used by students for any purpose outside this course.

<http://pathfinder.unm.edu/common/policies/copyright-policy-and-law.html>

**Academic Integrity:**

Each student is expected to maintain the highest standards of honesty and integrity in academic and professional matters. Dishonesty is defined as a lack of truth, honesty or trustworthiness. Cheating is defined as influencing or leading by deceit. Deceit is defined as intending to mislead and commonly suggests a false appearance.

Students should be familiar with UNM's **Policy on Academic Dishonesty** and the **Student Code of Conduct** which outline academic misconduct defined as plagiarism, cheating, fabrication, or facilitating any such act.

Examples (not exhaustive) of dishonest behavior include:

- Uses or attempts to use unauthorized aids in examinations or other academic assignments to be submitted for evaluation
- Misrepresentation of data, results or sources for papers or reports
- Copying another student's work

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. **By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge: I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.**

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. For full text of Anderson's Academic Honesty Code, please visit

<http://www.mgt.unm.edu/honesty>

**Electronic Devices:** There are no electronic devices permitted during class time (cell phones, laptops, etc...) The instructor reserves the right to revoke activity points for any class in which a student fails to abide by this policy.

**Absences:** The instructor will abide by the University's official policy regarding absences:

<https://pathfinder.unm.edu/common/policies/class-absences-student-attendance.html>

**Incompletes:** How do I get an "incomplete?" (from the UNM Dean of Students FAQs):

"If a student wants to receive an "incomplete" in their class(es), they need to discuss it with their instructor(s). If the instructor(s) assigns an "incomplete" the student needs to complete whatever work

the instructor requires. The instructor will submit an "I" on the grade report. Incomplete grades must be resolved no later than one year (twelve months) from the published end day of the semester in which the grade was assigned. Incomplete grades not resolved within the time frame stated in this policy will be converted automatically to an IF (failing) grade. The student is responsible for making arrangements with the instructor for resolving an incomplete grade."

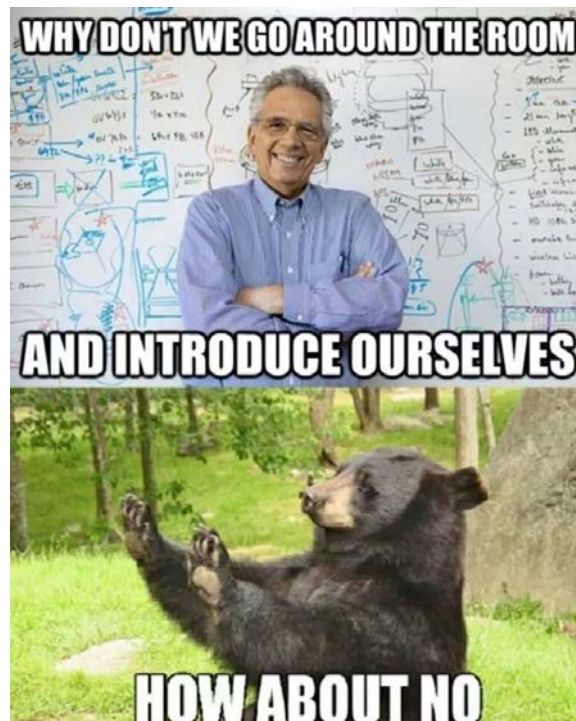
**Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates.

## CLASS SCHEDULE

DATE	TOPIC
8/21	Introductions, Expectations, Chapter 1
8/28	Chapter 2-3
9/4	<b>Quiz Review &amp; Quiz 1: Chapters 1-3</b>
9/11	Chapters 4-5
9/18	Chapters 6-7
9/25	<b>Quiz Review &amp; Quiz 2: Chapters 4-7</b>
10/2	Chapters 8-9
10/9	<b>FALL BREAK, NO CLASS</b>
10/16	Chapters 10, 11; <b>TEAM PROJECT PROPOSALS DUE</b>
10/23	<b>Quiz Review &amp; Quiz 3: Chapters 8-11</b>
10/30	Chapters 12, 13
11/6	Chapters 14, 15
11/13	<b>Quiz Review &amp; Quiz 4: Chapters 12-15</b>
11/20	Chapters 16 & 18; Career Development Day
11/27	<b>THANKSGIVING BREAK, NO CLASS</b>
12/4	<b>Quiz Review &amp; Quiz 5: Chapters 16, 18, &amp; Career Development Day (in lieu of Ch. 17)</b>
12/8-12/13	<b>FINAL EXAM WEEK</b> Final Team Presentations

\*Schedule is subject to change. Changes will be announced in class and/or on UNM Learn.

Finally, a meme that may describe how some of you are feeling about Day 1:





## Appendix A: Final Team Project (160 points, including 10 points for Project Proposal)

**Purpose.** This project is the largest collaborative learning activity for the course. Class members will work in their teams to analyze a real organization (public, private, or non-profit). You may select an organization in which one or more of the team members has worked or been a member.

The project requires you to examine a problem or issue of concern in a real organization. The purpose of the project is to give your team an opportunity to apply what has been learned in the course (through course lectures, readings, and discussions) to problems in an organization of your team's choice. There are two broad options for what you can do with the organization:

1. Your team can act as a short-term consulting team. Your team will focus on an issue or problem that the organization is facing and is relevant to the content of this course. It will likely take several conversations with your key contact person at the organization to identify a problem or issue that can be clearly defined, is manageable in scope, and is relevant to the course. I advise you to be selective in choosing an issue or problem to study, as a lack of depth in the issue itself will not be an acceptable excuse for lack of depth in the analysis.

2. Your team can work with an organizational sponsor to select a project that will contribute positively to the mission of that organization. Thus, with this option, your team will perform a specific task for the organization. This task should be one that can be completed during the semester and does not take up an inappropriate amount of each team member's time. Some examples of this type of project would be to do some community service project for a social service agency, or you may conduct some financial or marketing analysis for an organization. Performing this task is what will provide your team access to the organization and its members, and this will allow you to identify a problem or issue for your team to assess for this course project.

Regardless of what option you choose, your team is to gather information from people in an organization through direct contact. You may supplement this information with data from the media, the organization's literature, and other secondary sources. **You should identify a relatively recent problem to analyze (i.e., this should not be an historical account of a problem and the company's solution). You should focus your analysis by applying the concepts from the course.** While it is acceptable to incorporate several concepts from the course, please aim for depth rather than breadth regarding the use of course concepts.

To meet these broad goals, your team should answer the following questions:

- a) What are the issues or problems facing the organization?
- b) What course concepts can be applied to understand why this problem is occurring?
- c) What recommendations can you offer to help improve organizational functioning?

**Deliverables:**

1. **(10 points) The project proposal is due on October 16 at the beginning of class.** This should be typed and handed in. It must include:

- a) the names of your group members
- b) your team name
- c) the name of the organization you have selected for your project
- d) the level of your contact person (is this person a middle manager, a CEO, etc...)
- e) the method you will use to gain access to the organization (will you act as consultants, doing interviews by phone or in person v. actively participating in an activity benefitting the organization and informally picking up on potential issues during this interaction)
- f) a brief description (one paragraph) of the problem(s) facing the organization.

2. **(70 points) The oral presentations will be in class during our University-approved final exam period. Each group should prepare for a 10-15 minute presentation. Professional dress is required and will be reflected in your grade for this portion of the project.** Your team will be responsible for managing your time. Presentation dates will be assigned by me after project proposals are reviewed. You should feel free to distribute any printed material that will assist with the presentation. Your team should assume you are presenting to your focal organization's newly appointed board of directors (i.e. board members who do not work for the organization) who are only vaguely aware of the organization's operations. **Group questions during other team presentation:** All students will be required to play the role of a board member during your presentation. They will be tasked with evaluating your group's presentation. The presenting group's grade will not be affected by the evaluations; the evaluation is for feedback purposes only. Giving feedback will be a large part of your job after graduating.

3. **(70 points) Your written project is due at the beginning of class during the University-approved final exam time period.** The maximum length of the report is 15 double spaced pages (1 inch margins, 12 point font). The limit does not include appendices, which you are free to use to provide charts, figures, or other background material not necessary in the main body of your analysis. However, appendices that are not directly referenced in the main text will not be read.

**LATE PROJECT WRITE-UPS WILL NOT BE ACCEPTED.**

This written project should consist of two main components summarizing:

- What tasks you performed in relation to the organization (i.e. consulting or volunteering) including your methodology for collecting data.
- What issues you discovered within the organization and what proposed solutions, based on class concepts, you would recommend.

4. **(10 points) Group Structure and Rewards:** As part of what you turn in for the written project, each group member will provide me with a confidential evaluation of the other members of the group – participation in team events, sharing of workload, quality of work, and contribution to team process (e.g., constructive handling of conflict, good communication skills).

## **Appendix B: Career Development Day: November 20, 2014**

In lieu of covering Chapter 17, we will focus on career development on this day. As potential future managers, it is important that you understand how to perform in an interview. However, as future graduates, at this point you must also understand how to perform as a job applicant. Thus, this day will give you an opportunity to act as both parties.

### **The following items must be brought to class on this day:**

- Students are required to bring in an updated resume. Before doing so, students need to go to a free email hosting site and create an appropriate, professional email (example: *first name\_last name@gmail.com*). Their resume should reflect this email address.
- Students are required to find an advertisement for a job they aspire to have someday, and draft a cover letter for this job.

### **Activity points for the day will be worth 20 points (10 for the resume, including a proper email address, 5 for the cover letter, and 5 points for participation)**

We will cover the do's and don'ts of resume and cover letter writing, and then tackle difficult interview questions. Please come prepared to discuss your own experiences.