



***MGMT 306: Organizational Behavior and Diversity
Fall 2014***

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Time/Location of Class: Section 004, Wed 8:00-10:30, ASM 1004

Section 005, Wed 12:30-3:00, GSM 302

Office Hours: Wed 10:30-12:30 & 3:00-4:00, or by appt.

Course Website: <https://learn.unm.edu/>

Phone: 505-277-2244

Required Text:

S. P. Robbins and T. A. Judge (2015). *Organizational Behavior* (16th Edition). ISBN 10: 0-13-350764-5. ISBN: 978-0-13-350764-5. Available at UNM bookstore.

Please note: You DO NOT need the extra texts and web tutor pack. Please purchase the TEXT ONLY from any outlet that you choose.

Course description & objective:

The field of Organizational Behavior (OB) has evolved to help organizations manage and lead their people in a way that maximizes the organization's success and employee wellbeing. This course is an introduction to the basic concepts and topics in OB. We will survey several topics that are related to managing and leading people in organizations, including diversity, personality, decision making, motivation, leadership, team dynamics, negotiations, and organizational culture.

The overall objective of this course is to improve the skills you need to become a more effective manager and organizational member. To do this, there are four goals this course is designed to accomplish:

1. Increase your knowledge of OB concepts so you can understand and analyze how to improve employee behavior and organizational effectiveness.
2. Provide you with opportunities to apply OB concepts to real world problems faced by managers and employees every day.
3. Improve your personal skill set, including working in teams, negotiation, communications, gaining influence, etc.
4. Develop your leadership and management potential by giving you real opportunities to build on your skill set and develop experiences that will further your career success.

Class format:

I run a highly participative course, with many discussions, exercises, and simulations. While I will endeavor to make these sessions engaging and interesting, it is your responsibility to come to class prepared and motivated to learn. It is my intention to cultivate a classroom environment in which each of us feels free to express opinions and ask questions in a respectful manner. In order to facilitate an active and collaborative learning environment, I do not allow laptops or iPads in class. I prefer that you take notes on the slide handouts and that give each other your undivided attention. Slide handouts will be posted on UNM Learn after each class.

Grades:

In this course, grades will be computed based on the assignments listed below. I reserve the right to determine the final grading scale after all of the points have been earned. Nevertheless, the final scale will look like this:

Evaluation Method	Points (%)
Participation	100 (20%)
Midterm Exam	125 (25%)
Final Exam	125 (25%)
Team Consulting Project	125 (25%)
Behavioral Lab Participation	25 (5%)
Total	500 (100%)

Participation:

Active participation is key to your understanding of concepts discussed in this course. For that reason, participation is weighed heavily into the final grade. Your participation grade is composed of two parts.

- 1) Attendance. Attendance is mandatory. I understand that things come up unexpectedly, so I allow two excused absences (i.e., you don't have to email or notify me of your absence). After that, you will need to provide a legitimate reason for your absence. Reasons include a serious personal or professional issue (e.g., an interview for your dream job, a death in the family, etc.), for which I have been given *as much prior notice as possible* (i.e., I know about the absence as soon as you know about it). For illness, a doctor's note is required.
- 2) 2-minute essays. Near the end of every class, you will be invited to write a short essay on a 3x5 card detailing the most important things you learned during the class session and any takeaways from previous class sessions that you applied at work or school. Put real thought into your 2-minute essays. The best 2-minute essays contain the application of the knowledge that you most want to remember from each class. The 2-minute essays are also used to determine attendance, with one percentage point deducted from your overall grade for each missing essay beyond the first two. As attendance and participation are critical in this course, there are no exceptions to this rule.
- 3) Active participation in class. The participation grade is a reflection of how energetically and meaningfully you participated in the discussions and how much you have improved the quality of those discussions. The best strategy for this is to focus on the material and become involved in the spirit of the class. You will find that you usually have something valuable to add. Students who do not prepare adequately, who never speak, or who are rude to others in the class are in danger of receiving low participation grades.

Participation will be assessed twice throughout the semester, once during midterm week and again during finals week. Your final participation grade will be an average of the two.

Exams:

You will display your grasp of the complexities of OB through two exams: the midterm and the final. The midterm will consist of multiple-choice questions, each worth one point. It will include all the material covered before that day. You may ask questions during the exam. In general, questions for clarification or those concerning the meaning of words will be answered (Note: no dictionaries, translators, or materials of any kind will be allowed). The exam questions are not deliberately written to be tricky, vague, or ambiguous. However, they are written to be difficult and not easily answerable through basic common sense (the idea is to move past the myths and common sense). The questions will be answerable by any student who has properly studied the chapters, attended all class sessions, completed all assignments, and completed all in-class exercises.

The final exam will be conducted electronically. You will be sent a link to the exam. You may take the exam wherever you like. You must work on the exam alone, but you may use any of the materials from class (e.g., the book, lecture slides, etc.). You can choose the time you take the exam, within a window of time starting at midnight the day after our last scheduled class, until Wednesday of the following week. You must submit your answers within two hours of starting the exam. Late submissions will be penalized

2% for each minute they are late. The final exam will consist of multiple-choice questions and essay questions.

I write the exams myself (not from a test bank), and it is a very labor intensive process. It is not easy to throw together an alternate exam for a student who missed the exam date. ***My policy is that I do not give make-up exams.*** If you have a doctor's note, a funeral program, or some other proof of a real emergency, then I will make an exception. However, the format of your make-up test will be completely different and will consist of 3 essay questions and no multiple choice.

Team Consulting Project:

This assignment is an opportunity to formally apply your OB knowledge in an actual organizational setting. Furthermore, not only can this opportunity be an effective resume builder, but it may also provide you useful contacts for future internship and job opportunities. Be selective in choosing your organization and issue or problem, as lack of depth or difficulty obtaining information from the organization is no excuse for a superficial analysis. I recommend all teams meet with me during office hours at least once during the semester.

Part 1 – Identify the Problem: Each team will directly contact at least one member of a real organization (minimum of 15 employees) with the goal of identifying one or more OB weaknesses, problems, or issues within the company (I will provide an interview guideline that you can use). The problems you identify must be current and pervasive (No historical case studies allowed). Be sure to move past the symptoms to get to the root of the problem (e.g. high turnover is a symptom that can be caused by a number of OB problems such as low job satisfaction, high stress and burnout, or low organizational commitment). If you found the main problem to be low commitment, what is the issue at the heart of the problem? Low pay, poor leadership, weak co-worker relationships, etc. might all play a factor. As a team, write your findings into a 3 page, double spaced report, not including charts, graphs, and/or diagrams. See class schedule for due date. Papers must be emailed to me by midnight on the due date. This report counts for 30 points of your total team project grade.

Part 2 – Create a Solution Based On Research and Analysis: Using your deep understanding of the organization's OB weaknesses and your rapidly accumulating OB knowledge, analyze the issues and develop a comprehensive solution plan for the organization. Provide evidence regarding how your recommendations will solve the root problems based on OB theories and studies. Estimate costs, and tie your OB recommendations to the end goals of greater organizational effectiveness, reduced turnover, or increased employee productivity. Be sure your recommendations are specific, relevant to and integrative of OB concepts from this course, and that they are both realistic and implementable within a reasonable period of time at a reasonable cost. A 3 page report of Part 2 is due, not including charts, graphs, and/or diagrams. See class schedule for due date. Papers must be emailed to me by midnight on the due date. This report counts for another 30 points of your total team project grade.

Part 3 – Present Your Results to the Client: As the culmination of your consulting project, your team will have 20 minutes to present your Part 1 findings and Part 2 analysis and recommendations to the class.

Your presentation will be evaluated by me and a panel of judges (randomly selected). My grade will count for 70% of your presentation grade, with the judges' scores counting for 30%. Grades will be based upon your team's depth of understanding of the issues and applicable OB theories (it is critically important to your grade that you identify why the problems exist and how the recommendations will solve them based on OB theory), the quality of your research, the professionalism of the presentation, and the degree to which you keep your audience involved and interested. The team presentation counts for 65 points of your total team project grade. Your

personal grade from the team project may increase or decrease depending on the evaluations of your team members. Overall, your team should be proud of your consulting project and you should be willing to share your ideas with the organization, if/were they to they request it.

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. Should you choose to participate in research (vs. the paper alternative), you would first participate in a pre-screening survey at the beginning of the semester. Once the pre-screen has been completed, 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 the full 25 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 5th, 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>

Class Policies:

Late Assignment Policy:

I recognize that your time is valuable and that this course is not your only responsibility. However, I view your registration in this class as a contract that you will do your best to contribute to your learning, and I expect you to treat this class as you would any significant responsibility. In return, I will respect you and your individual needs in an effort to make this the best learning experience possible. I understand that there are times when you may need additional time or assistance in completing course requirements. When such accommodations are requested (**IN WRITING**) in a timely fashion, consideration will be granted on a case-by-case basis.

If you submit ANY assignment late, I will deduct 10% off your grade if you submitted the assignment within 24 hours of the due date/time. I will deduct 20% off your grade if you submitted the assignment within 25-48 hours of the due date/time. After 48 hours, I will no longer accept any late assignment. Please note that this policy does not apply to exams.

Guidelines for Disputing a Grade:

Appeals of any grade must be presented in writing within 7 days of the exam/assignment being returned. If you wish to dispute a grade on an exam or assignment, please do the following:

1. Return the exam or assignment to me along with a written statement describing the issue you have with your grade.
2. If I clearly made a mistake in grading (e.g., a clerical error), I will certainly give you back full credit. In all other situations where you may disagree with my assessment of your work, I will either give back partial credit or leave the grade as it was as a result of a written appeal. To appeal, indicate in writing the specific question/item which you would like me to consider, and back up your claims with specific notes, page numbers, etc.; as well as a detailed explanation of your understanding of the concept or material that the question/item is referring to. A strong

appeal will likely include a well considered and clear statement that is one to two pages double-spaced in length.

Using UNM Learn:

Everything handed out in class will also be posted on UNM Learn (e.g., syllabus, the PowerPoints for each chapter, and any additional assigned readings or resources). Grades will also be posted via Learn. To log in, use your Lobo NetID and password. If you have questions about using Learn, contact Technical Support: (505) 277-5757 (M-F 8am - 5pm) or learn@unm.edu.

Academic Integrity and Other Issues:

Plagiarism or other academic dishonesty will result in a failing grade for the course and referral to the appropriate academic standards bodies on campus. Any violation of the Student Code of Conduct will be taken very seriously and appropriate sanctions will be applied. Violations include: plagiarism, exam misconduct, etc. Please refer to the UNM Pathfinder for additional information:
<http://www.unm.edu/~sac/pathfind.html>.

ADA Statement:

Reasonable accommodation will be given to any individual with a legitimate disability. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me privately as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Usually, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

Tentative Class Schedule:

This schedule is tentative. Because the amount of time required to cover each topic tends to vary, topics may be changed or omitted depending on our progress throughout the semester. All chapter readings are from the Robbins and Judge textbook. Readings that are not in the book are on UNM Learn under Supplemental Readings.

Dates	Topic(s)	Readings	Important deadlines
8/20	Course intro: What is organizational behavior (OB)?	Chapter 1	
Unit 1: Understanding your behavior			
8/27	Attitudes/Job Satisfaction & Emotions/Moods	Chapter 3 Chapter 4	
9/3	Personality & Values	Chapter 5	Team contract (in-class)
9/10	Perception & Individual Decision Making	Chapter 6	
9/17	Motivation	Chapter 7 Chapter 8	
9/24	Ethics	Desjardins (UNM Learn)	
Unit 2: Understanding others' behavior			
10/1	Foundations Group Behavior	Chapter 9	
10/8	Work Teams	Chapter 10	
10/15	MIDTERM		
10/22	Communication	Chapter 11	Team Project Part 1
10/29	Power & Politics	Chapter 13	
11/5	Conflict & Negotiations	Chapter 14	
Unit 3: Understanding organizations			
11/12	Diversity	Chapter 2	
11/19	Leadership	Chapter 12	
11/26	Organizational culture	Chapter 16	Team Project Part 2
12/3	Team Presentations #1		Behavioral lab or paper (12/5)
12/10	Team Presentations #2		Team member evaluation
12/17	Final Exam (online) Due		