MANAGEMENT 306
Organizational Behavior and Diversity

Instructor: Professor Rebecca Rigney
Messages with Megan Borders --277-2550

OFFICE HOURS: Before and after class and by appointment

TEXT: Essentials of Organizational Behavior, Robbins, Stephen & Judge, T.A.

COURSE OVERVIEW

We are at the dawn of a new millennium! We will learn about human behavior in organizations in a dynamic, rapidly changing and multicultural world. This course emphasizes the application of knowledge, the relationship between theory and practice, the understanding of values that guide people's behavior in organizations, and the diversity of people within the workforce. You will be part of an experiential learning process. We will focus on group dynamics both in terms of your experience as a class member and the experience of people as organizational members. We will learn through a series of intensive experiences that develop self-awareness and organizational diagnostic skills in a supportive environment. You, your classmates, and the instructor will actively construct a collaborative classroom learning environment. This course is one step in your development as life long learners and professionals. We will view the class as a learning organization. You will be encouraged to broaden your perspectives, to develop critical thinking skills, and to consider the course topics within the context of the new century.

Course objectives/goals:

- Develop your understanding of interpersonal and group processes in contemporary organizations, and to increase your ability to work with people from diverse backgrounds.

- Develop your knowledge about the key theoretical foundations in the field of organizational behavior and to experience how these apply in the workplace.

- Increase your awareness of your own cultural values, and those of others, and to learn how these influence workplace behavior.

- Develop competency in effectively influencing others and in diagnosing group dynamics in the “globalizing” workplace.

- Sharpen your critical thinking skills by challenging, asking, probing and evaluating diversity issues and problems in business and the social responsiveness of business regarding these issues.
CLASS ASSUMPTIONS
The instructor assumes that you will contribute your unique skills, experiences, and perspectives to the class. You are expected to prepare for each class session, actively participate in each class, and thoughtfully discuss the readings. **You will bring an article to each class related to that class days reading assignment and be prepared to present the article information to the class.** You will need to turn in the article at the end of the class period. You will receive from this class experience as much as you are willing to contribute to it. Students are expected to take an active role in constructing their unique learning experience.

CLASS REQUIREMENTS
**Attendance:** Class attendance is important and the University of New Mexico has a policy on attendance. Course materials are covered in the text, but lectures and class discussion are important to augment and clarify the text materials. Get to know your fellow students so that you will have a source for lecture notes, handouts, or other updates if you find it impossible to attend a particular session. Students who foresee problems with regard to attendance and/or preparation should discuss this with me prior to the class session. A **maximum of two absences are permitted. Please do not undertake this course if you anticipate being absent more than two times.** A portion of your grade will be based on active class participation. Each student is responsible for signing the attendance sheet at each class.

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

**Assignments:** Written assignments are to be **handed in by the beginning of class** on the day on which they are due. **No late papers will be accepted.** If you anticipate missing class the day a written assignment is due, you should submit the assignment in advance of the due date. **All papers must be turned in via hard copy—e-mail and faxed submissions will not be accepted.** You are strongly encouraged to retain a copy of each submitted assignment, as they may be discussed after they have been turned in.

**Grading:** The following grade contract implies that you are capable of choosing the grade you wish to achieve and that you will consult periodically with the instructor on how best you can prepare to achieve that grade. The minimum grade requirements are below:

- **C Grade (Satisfactory):** At least a "C" grade on all papers. Completion of all readings and assignments demonstrated by active class participation and at least a grade of "C" on the team presentation.

- **B Grade (Good):** At least a "B" grade on all papers. Completion of all readings and assignments demonstrated by active class participation and at least a grade of "B" on the team presentation.

- **A Grade (Excellent):** At least a "B" grade on the first two papers and a grade of "A" on the final paper and a grade of "A" on the team presentation.

**Ethical lapses** such as plagiarism or copying are very serious and will result in a failing grade for the course. Academic honesty means performing all academic work without cheating, lying, tampering, stealing, exam misconduct, receiving assistance from any other person or using any source of information that is not common knowledge (unless that assistance or use is authorized by the person responsible for supervising the academic work or is fairly attributed to the source of assistance or information). Any violation of the Student Code of Conduct will be taken very seriously and appropriate sanctions will be applied. **OUR COMMITMENT:** "Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty." [www.mgt.unm.edu/honesty](http://www.mgt.unm.edu/honesty) for full text of ASM Academic Honesty Code.
NOTE: Fractionalized grading may be used at the instructor’s discretion.

COURSE ASSIGNMENTS/EVALUATION

All papers are expected to be well-written and neat in appearance. All papers must be paginated and stapled. Proofread your work!

1. Personal Expectations Paper

Write a 2-3 page paper explaining, in some detail, your expectations and goals for the course. Provide some background information about yourself in order to contextualize your goals. You may want to refer to this first paper in future papers. If you have any particular concerns or challenges, please discuss these also.

2. Exposure to Culture and Diversity Paper

Write a 3-5 page paper focusing on a situation that brings you in touch with people whose primary diversity characteristics differ from your own. Use this as an opportunity to seek out a new experience BY YOURSELF. Write your paper using the guidelines provided on the last page of the syllabus to summarize your field experience. You will work with your paper in class. You must spend a minimum of one hour (by yourself) in the experience.

3. Final Organizational Behavior & Diversity Paper

The paper should be 8-10 pages and must include a bibliography (not part of the 8-10 pages). Your paper must be an in-depth analysis of a real organizational behavior or diversity problem or issue. You will need to draw upon relevant concepts and theories from the textbook readings and additional research materials to develop a framework for your analysis. You must develop your own solutions and well thought out recommendations. Be sure to present your own point of view about the issue and what you have learned as a result of your analysis. NO final paper will be accepted if the written proposal was not submitted on time and discussed with the instructor. The final paper may NOT be on the same topic as utilized for your team project and presentation.

4. Team Project and Presentation

You will become part of a team of 3-5 class members and be responsible for designing and presenting a creative class of one hour on a relevant topic in organizational behavior and diversity. The Team receives one grade/evaluation for this presentation. Be creative in the project/presentation design and make it a dynamic learning experience for all. Be sure to rely on the individual and collective knowledge of your team members and bring their experiences into your presentation. Make it a memorable learning experience for all. Stretch your imagination, do original research – the main goal is to lead us together on a learning adventure. You will need to hand out at least one article to all class members to read the week preceding your team presentation. You must turn in a bibliography and copy of all overheads/other materials to the instructor prior to starting your presentation.
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<td>Preface/Introduction</td>
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<td>8/28</td>
<td>Behavioral Research Lab Presentation (10 minutes)</td>
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*All GROUP presentation evaluations/grades will be given to students on 12/04*
Exposure to Culture and Diversity Paper  
(adapted from Dorothy Marcic, Organizational Behavior, 1992)

Purpose:

- To be exposed to a situation where cultural or other diversity characteristics differ from your own.
- To examine your feelings resulting from a brief exposure as a non-majority person.
- To write your feelings and reactions to the experience in a short, well-written paper that you can share with your classmates.

Background:

Because our world of work in New Mexico is multicultural and organizations are adapting to the global economy, it is important to understand and appreciate that people's backgrounds differ from your own. This is supported by continuing demands from both the business and academic communities to educate our students to become sensitive to diverse cultures (both domestically and internationally); to become aware of and open to different value systems; and, to develop an understanding of the social aspects of a pluralistic society.

The following assignment exposes you to a new situation, requires you to carefully observe your surroundings, and asks you both to describe what you felt and what other individuals might feel to have you among them. **Your task is to go by yourself** (you may not take anyone with you) to a place where you have not been before and observe what you see. Then, from this experience, write a 3-5 page paper that summarizes the following:

- Your reaction(s) to the situation in terms of **your behavior and feelings**.
- The reaction of other individuals toward you.
- What this experience teaches you about being different from others in your environment.
- Your insights from this experience regarding your future behavior toward "others".

To give you ideas about possible places to visit, some examples are listed below:

- A Non-Black person attends a Black church service or a Black student organization meeting.
- A Non-Native American person visits a Native American Pueblo.
- A Non-Deaf/Non-Blind individual participates in a class at the School for the Deaf or the School for the Blind.
- A man volunteers to help at a domestic violence shelter.
- A Non-Hispanic person attends a meeting of the Hispanic Business Roundtable.

Think of situations that you may have wondered about and may like to know more about. Do not choose a setting/situation where you would feel like an intruder into someone's privacy. You may want to telephone ahead and inquire if your presence is acceptable to the group. Only choose a setting that you sincerely want to learn about. This will avoid your feeling of being an "undercover agent". Instead, your sincere wish to learn about a group, different from your own, will maintain your integrity and will justify your visit. **A word of caution: use your good judgment. Do not place yourself in a setting/situation that could be physically dangerous to you.** You may not go in disguise.