

Course Number: MGMT 506-001

Course Title: *Managing People in Organizations*

Semester & Year: *Fall, 2014*

Classroom: *ASM 1004*

Meeting Time/Days: *Thursdays, 12:30 – 3 pm*

Instructor: *Ryan P. Jacobson, PhD*

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CRN/Line #: *13751*

Office Hours: *Mondays, 12:30–2:30 pm*

COURSE OVERVIEW

Ultimately, this course is designed to help you use knowledge from the field of Organizational Behavior (OB) to improve your ability to manage people in organizations. Increasingly, contemporary organizations have begun to understand that the people they employ—including their knowledge, skills, and creativity—often represent the critical resource affecting the organization’s success. However, managing people (including oneself) presents both opportunities and challenges. People can be creative, efficient, collaborative and helpful but they can also be unimaginative, inefficient, aggressive, and discriminating. Successfully managing people essentially boils down to maximizing the former outcomes while minimizing the latter.

By helping us better Understand, Predict, and Change human behavior in organizational settings the field of OB can greatly improve a manager’s ability to use human resources (i.e., people) more effectively. A main focus of this course will be to help you learn how to apply OB-related concepts. Your success in the class will depend on a combination of your ability to: (a) retain information AND (b) use critical thinking skills to actively apply this information. Nearly all of the assignments/deliverables in this class are designed to help you develop this essential combination of OB knowledge and application skill.

COURSE OBJECTIVES

1. Increase your personal self-awareness of the traits, tendencies, and skills that affect your performance in organizational contexts.
2. Learn basic OB theories and concepts.
3. Learn how to apply OB theories/concepts to better understand, predict, and change behavior in organizations.

COURSE READINGS

- Optional Text: Robbins & Judge (2014). *Organizational Behavior* (16th ed). Prentice Hall.
- Applying OB Readings: Posted on the course website (LEARN) at least one week prior to reading discussion and AOB Memo due date.

COURSE REQUIREMENTS & GRADING OVERVIEW

<u>Requirement</u>	<u>Points (Percentage)</u>
1. Attendance	150 (15%)
2. Applying OB Analysis Memos & Discussion	150 (15%)
3. Research Participation	50 (5%)
4. Quizzes	200 (20%)
5. Case Writing Assignment (Individual)	100 (10%)
6. Case Final Project (Group)	350 (35%)
Total	1000 (100%)

GRADING SCALE

Points	Grade	Points	Grade	Points	Grade
930+	A	830-869	B	730-769	C
900-929	A-	800-829	B-	700-729	C-
870-899	B+	770-799	C+	≤ 699	F

COURSE REQUIREMENTS - DETAIL

- 1. Attendance (150 pts):** Attendance is expected and class begins promptly at the scheduled time. Consistent with norms for professional behavior in modern organizations, please arrive to class on time. Late arrivals are highly discouraged due to the interactive nature of the class (group exercises, demonstrations, and applied discussions). You may miss up to two class sessions/semester without penalty. Students missing > 2 class sessions during the semester will receive 75/150 attendance pts, all others will receive the full 150 pts.
- 2. Weekly “Applying OB (AOB)” Discussions & Case Memos (150 pts):** Each week we will engage in interactive discussions of the applied implications of the lecture content from the previous weeks. Prior to these discussions, you must read short articles or case studies (posted on LEARN) and provide written responses (“AOB Memos”) to a set of questions about the readings. These memos will be roughly 1-2 pages (double-spaced) in length. Then, in class, we will discuss your memo responses as well as address a number of other questions related to the reading. This interactive discussion will consist of roughly 25% of the class period and active participation is expected. Your written memos and your in-class participation will be evaluated based on a 3-category system: Inadequate, Adequate, and Excellent. Missing a class and the associated class discussion counts as an “Inadequate” participation score for the day. Students receiving > 2 “inadequate” designations (out of 7) will receive 75 pts. All others will receive the full 150 pts. A memo template and further instructions regarding the format and expectations for class discussions will be provided in Week 3 (9/4).

- 3. Research Participation (50 pts):** 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 will first participate in a pre-screening survey at the beginning of the semester. Once the prescreen 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 approximately 1 hour in length. In order to receive full 50 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>

- 4. Quizzes (200 pts):** Students will complete 8 quizzes, consisting of 5 questions worth 5 pts/each. Quizzes will cover lecture material only (i.e., no material from cases or the optional text) from the previous week. The scores for the student’s lowest 2 quiz performances will be replaced by the average of their scores for the highest 8 quiz performances. Essentially, then, one could potentially receive “0’s” for 2 quizzes (e.g., due to missing class periods and associated quizzes) and still obtain the full 200 total pts available for quizzes. **No** makeup quizzes will be allowed.
- 5. Individual Case Writing Assignment (100 pts):** During Week 3 (9/4), students will receive detailed instructions regarding a writing assignment to be based on their current or former work experience. This assignment will involve providing written responses to a set of questions that probe for a detailed overview of a work-related issue, problem, or concern. Later in the course, teams of students will choose one of these work “cases” to analyze in detail based on specific concepts or theories learned in class.
- 6. Group Case Final Project (350 pts):** During Week 9 (10/16) teams (approx. 4 students) will be formed. These teams will discuss the individual cases written by team members and choose one of these to analyze based on the theories and concepts discussed in class. Team members will then work together to: (a) create a detailed written analysis of the case (200 pts) and (b) facilitate an interactive discussion of the case with the full class (150 pts). Acceptable concepts/theories and detail regarding

requirements for the written assignment/facilitated discussion will be described in a separate handout to be distributed and discussed in Week 5 (9/18).

GENERAL/MISCELLANEOUS EXPECTATIONS & CLASS NORMS

Reading Assignments – Depending on the specific week, Applying OB (AOB) readings will consist of short articles (academic or popular press) or case studies about real or fictional organizations. A document including a set of questions for you to consider while reading will accompany each reading (posted on LEARN). This document will specify which questions you are to address in writing in your AOB Memo. A hard copy of your AOB memo is to be turned in during class. If you plan to miss a class period you CANNOT submit your AOB memo in advance for partial credit. You must be in attendance to receive credit for your memo and discussion participation.

Your course text (Robbins & Judge, 2014) is optional. Individuals new to the field of Organizational Behavior may find that the text provides a helpful supplement to material discussed during lecture. However, no quiz questions will be derived strictly from material in text. Additionally, this text may prove helpful during the final group case analysis project as you analyze your case in depth.

Lecture - Roughly 50% of our class meetings will be devoted to “interactive” lectures (i.e., lectures that may include participatory demonstrations, video clips, and opportunities to share insights and questions). Lectures will provide the primary source for the concepts and theories applied during case discussions and for the final group case analysis.

Self-Assessments – To manage others well, it is often beneficial to understand and be capable of effectively managing oneself. Thus, over the course of the semester you will complete two self-report surveys designed to give you information about your tendencies and preferences. You will be given a link to complete these online, I will compile and calculate results, and we will discuss your results in class. These data will NOT be used for research purposes and will not be shared with others outside our class. You will also be given the option to keep your results private within the class (not share with classmates). These data will be destroyed immediately after your private reports are completed and distributed to you.

Electronics-Free Policy – The use of non-disability related electronic devices like mobile phones, laptops, or tablet devices (e.g., iPad) is **NOT** allowed in this class. To be clear, this includes all smartphone functions (e.g., voice, text, web) and also includes the use of laptops to take class notes. Although students may bring such devices to class, these must not be used during class time (this includes sending messages, checking messages, web surfing, note-taking, etc.). One exception to this rule includes the use of mobile phones for emergency contact (e.g., relative/friend in surgery, childcare-related emergency contact). If a student needs to be excused from this policy during a given class period, they must clear this with me in advance. Violations of the policy may result in an “inadequate” designation for participation in a given class period.

OTHER CONSIDERATIONS

Academic Integrity – 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>

Student Code of Conduct –The UNM student code of conduct includes several points relevant to in-class behavior and academic integrity. For the full code, please visit: <https://pathfinder.unm.edu/campus-policies/student-code-of-conduct.html>. Some highlights relevant to our class: do not cheat, do not bring fireworks to class, do not bring weapons to class, do not come to class stoned/high or bring controlled substances to class, do not steal items from the classroom, do not do anything that adversely affects the educational pursuits of fellow students. I would also like to add: do not be a jerk—either to me or to fellow students. This class will be highly interactive and it is important that we respect one another's ideas and viewpoints.

ADA Statement - Reasonable accommodation will be given to any individual with a legitimate disability. Please contact me privately for arrangements. 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.

SCHEDULE OF CLASSES AND ASSIGNMENTS

Date	Topic(s)	Readings	Deliverables
8/21	• Class Overview, Syllabus Discussion	• None	
8/28	• Lecture: Introduction to OB	• Optional: Robbins & Judge Ch. 1	
9/4	• Quiz: Introduction to OB • Lecture: Diversity	• Optional: Robbins & Judge Ch. 2	• Quiz 1
9/11	• Quiz & AOB: Diversity • Lecture: Personality, Attitudes, & Values	• AOB Reading 1 • Optional: Robbins & Judge Ch. 3 & 5	• Quiz 2 • AOB 1 Memo
9/18	• Quiz & AOB: Personality, Attitudes, & Values • Lecture: Social Cognition & Decision-Making	• AOB Reading 2 • Optional: Robbins & Judge Ch. 6	• Quiz 3 • AOB 2 Memo • Self-Assessment 1
9/25	• Quiz & AOB: Social Cognition & Decision-Making • Lecture: Motivations & Emotions	• AOB Reading 3 • Optional: Robbins & Judge Ch. 7 & 8	• Quiz 4 • AOB 3 Memo
10/2	• Quiz & AOB: Motivations & Emotions • Lecture: None	• AOB Reading 4	• Quiz 5 • AOB 4 Memo • Case writing assignment (individual) due
10/9	FALL BREAK		
10/16	• Quiz & AOB: None • Lecture: Groups & Teams	• Optional: Robbins & Judge Ch. 9 & 10	
10/23	• Quiz & AOB: Groups & Teams • Lecture: Communication & Conflict	• AOB Reading 5 • Optional: Robbins & Judge Ch. 11 & 14	• Quiz 6 • AOB 5 Memo
10/30	• Quiz & AOB: Communication & Conflict • Lecture: Leadership, Power, & Social	• AOB Reading 6 • Optional: Robbins & Judge Ch. 12 & Ch. 13	• Quiz 7 • AOB 6 Memo

	<i>Influence</i>		
11/6	<ul style="list-style-type: none"> • Quiz & AOB: <i>Leadership</i> • Lecture: <i>None</i> • <i>Group Project Meetings</i> 	<ul style="list-style-type: none"> • AOB Reading 7 	<ul style="list-style-type: none"> • Quiz 8 • AOB 7 Memo • Self-Assessment 2
11/13	<ul style="list-style-type: none"> • Quiz & AOB: <i>None</i> • Lecture: <i>Organizational Culture & Structure</i> • <i>Group Project Meetings</i> 	<ul style="list-style-type: none"> • Optional: Robbins & Judge Ch. 15 & 16 	
11/20	<ul style="list-style-type: none"> • Case Presentations 	<ul style="list-style-type: none"> • Team Order TBD 	
11/27	THANKSGIVING BREAK		
12/4	<ul style="list-style-type: none"> • Case Presentations 	<ul style="list-style-type: none"> • Team Order TBD 	
12/11	FINALS WEEK	<ul style="list-style-type: none"> • No Final! 	<ul style="list-style-type: none"> • Group written case analysis due (hard copy) by 5pm on 12/11

***NOTE: This schedule is subject to change. Any changes will be communicated in class and posted to the course website.**