

MGMT 306: Organizational Behavior and Diversity
Fall 2015

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Time/Location of Class: Section 004, Wed 8:00-10:30, ASM 1068

Section 005, Wed 12:30-3:00, ASM 1068

Office Hours: Wed 10:30-12:30, 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:

Organizations are comprised of different resources: financial/material capital, intellectual property, geographic resources, people, etc. Many contemporary organizations are finding that the people they employ – and the knowledge and expertise these people hold – are their best resource for gaining competitive advantage in the marketplace. 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.

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. Specifically, my goal is to have you move beyond the myths and common sense knowledge of OB topics. By taking charge of your own education in understanding the details and complexities of teamwork, leadership, etc., you will provide yourself with the necessary foundation to understand, analyze, and improve how organizations manage employees.
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, 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 electronic equipment in class (including laptops, tablets, phones, etc.). I prefer that you to take notes on the slide handouts and 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.

Evaluation Method	Points (%)
Participation	75 (15%)
Panel Discussions	100 (20%)
Exams	175 (35%)
Application Paper	125 (25%)
Behavioral Lab Participation	25 (5%)
Total	500

Participation:

Active participation is key to your understanding of concepts discussed in this course. Your participation grade is composed of two parts.

- 1) Attendance (50% of participation grade, 37.5 points):
 - a. 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.
 - b. 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 want to remember from the class. 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. Each 2-minute essay is worth 8% (3.125 points) of this portion of your participation grade. As attendance and participation are critical in this course, there are no exceptions to this rule.
- 2) Active participation in class (50% of participation grade, 37.5 points):
 - a. This part of 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.
 - b. For Part 2 of your participation grade, I will consider your input (see Participation Rubric under Syllabus/Class info). However, I have final say in your grade (i.e., I can adjust your grade up or down). Your final participation grade will be the sum of Parts 1 and 2.

Exams:

You will display your grasp of the complexities of OB through three exams. The exams are not cumulative, they are multiple choice, and will include all materials from the class (e.g., readings, lecture, supplemental materials, etc.). 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 written to be 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.

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. ***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 (e.g., consist of essay questions and no multiple choice).

Panel Discussions

There are many controversial topics in organizations today. In this class, teams will each have an opportunity to be part of a panel discussion on a variety of preselected topics (e.g., should organizations ever celebrate holidays?)

Teams will be assigned topics and will be asked to prepare presentations (see class schedule for presentation dates). During the panel discussion, each team is expected to make a short presentation (up to 8 minutes), before the floor is opened to questions from the opposing team and audience. At the end of the discussion, the audience will vote for the team that presented the most convincing argument. Extra points will be provided to the 'winning team'. The presentation portion constitutes 80% of the final grade for this assignment.

Teams will also be expected to provide a 4-page double spaced executive summary of your argumentation (12-point Times New Roman font, 1 inch margins). This will be worth 20% of the final grade for this assignment. Executive summaries *and* presentation slides must be uploaded to UNM Learn, under the Panel Discussions Link (Section 004 slides/summaries must be uploaded by 6:30am on the day of presentations, Section 010 slides/summaries must be uploaded by 11am on the day of presentations). Detailed information about the Panel Discussions can be found on UNM Learn, under Panel Discussions.

“Real World” Application Paper:

The theories and concepts taught in this course will only contribute to your business success if you apply what you have learned in the classroom to everyday life. The objective of the application paper is to give you some practice in looking at the world through an OB lens. For this assignment, you should choose a “real-world” example of organizational (mis)behavior and analyze it in terms of the concepts and theories from the class readings, lectures, and discussion. Grading rubric and more detailed guidelines are posted on UNM Learn.

What’s the problem? First, you will identify a “real world” event or problem that deals with one or more of the concepts in the course. The example you choose can be drawn from your personal experience (a problem that you are currently struggling with), media coverage of a current organizational event, or a book, television program, or movie (or anywhere else you can think of). It does not need to be something that actually happened in reality, as long as it’s portrayed in some media outlet (e.g., movie clips of fictional events are fine - this is why I put “real world” in quotes). After you identify the problem(s), identify the cause(s) for the problem(s). Be sure to move past the symptoms to get to the root of the problem. If you found the main problem to be low job performance, what are the **OB causes** for this (e.g., emotional contagion, lack of extrinsic motivators, transactional leadership style, etc.).

Solve it using OB concepts/theories. Using your rapidly accumulating OB knowledge, develop a comprehensive solution plan for the example you’ve described. Provide evidence regarding how your recommendations will solve the problems based on **OB theories and academic sources**. Be sure your recommendations are specific, relevant to, and integrative of OB concepts from this course.

Papers must be at least 8 double-spaced pages (12-point Times New Roman font, 1 inch margins), and uploaded to UNM Learn by midnight on the due date. You will be deducted 2% for each page under 8 pages. If the example you are using is *not* from personal experience, you should include the media coverage at the end of your paper (e.g., newspaper article, url for a YouTube video, etc.). If the example is from a DVD, place the DVD in my mailbox (I’ll return it to you).

I do not read rough drafts of the paper. If you’d like to talk to me about specific issues with the paper, please do so during my office hours.

Behavioral Research Lab Participation:

The Department of Organizational Studies requires that all students taking MGMT 306 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 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 4th, 2015 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.

Communication:

I will communicate with you in a respectful manner, and expect the same in return. Please use UNM email for all course communication. I will make every effort to reply to your email within 24-48 hours. Leaving a message on my office voicemail, a note on my office door, a request in person, or through UNM Learn is not sufficient. Please do not assume I will remember and/or be able to reply to such efforts.

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)	Preparation Materials	Important deadlines / Class activities
8/19	Course intro: What is organizational behavior (OB)?	<ul style="list-style-type: none">• <i>Read:</i> Ch 1	
8/26	Attitudes/Job Satisfaction & Personality/Values	<ul style="list-style-type: none">• <i>Read:</i> Ch 3 & 5	Team assignment
9/2	Emotions/Moods & Perception/Individual Decision Making	<ul style="list-style-type: none">• <i>Read:</i> Ch 4 & 6• <i>Optional:</i> I need a date	Panel discussion topic assignment
9/9	Ethics	<ul style="list-style-type: none">• <i>Read:</i> Desjardins• <i>Watch:</i> Dan Gilbert's talk• <i>Optional:</i> Pinker	
9/16	Exam #1		
9/23	Motivation	<ul style="list-style-type: none">• <i>Read:</i> Ch 7 & 8	
9/30	Foundations Group Behavior	<ul style="list-style-type: none">• <i>Read:</i> Ch 9	Panel Discussion #1
10/7	Work Teams	<ul style="list-style-type: none">• <i>Read:</i> Ch 10	Panel Discussion #2
10/14	Communication	<ul style="list-style-type: none">• <i>Read:</i> Ch 11	Panel Discussion #3
10/21	Power & Politics	<ul style="list-style-type: none">• <i>Read:</i> Ch 13; Cialdini• <i>Listen:</i> Power dressing	
10/28	Exam #2		
11/4	Leadership	<ul style="list-style-type: none">• <i>Read:</i> Ch 12• <i>Watch:</i> Sheryl Sandberg's talk• <i>Optional:</i> Ancona	Panel Discussion #4
11/11	Conflict & Negotiations	<ul style="list-style-type: none">• <i>Read:</i> Ch 14• <i>Optional:</i> Gladwell	
11/18	Diversity	<ul style="list-style-type: none">• <i>Read:</i> Ch 2; Mannix & Neale• <i>Do:</i> Project implicit (Race & Gender-Career IAT)• <i>Optional:</i> Keep it anonymous	
11/25	Organizational culture	<ul style="list-style-type: none">• <i>Read:</i> Ch 16; Career passion	
12/2	Exam #3		
12/4	Final Assignments Due		<ul style="list-style-type: none">• Application papers due by 11:59pm• Behavioral lab requirement due by 5pm