

The University of New Mexico
Management 506
Organizational Behavior and Diversity
Fall 2015

Instructor: Jacqueline N. Hood, Ph.D.
Office: ASM 2122
Office Telephone: 277-7279
Home Telephone: 292-6648
Email: jnhood@unm.edu
Office Hours: R 9 a.m.-11 a.m. and by appointment

Textbooks Provided

Kreitner, Robert & Knicki, Angelo (2013). *Organizational Behavior* (10th ed.). New York: McGraw-Hill Irwin.

Harvey, Carol & Allard, M. June (2015) *Understanding and Managing Diversity: Readings, Cases, and Exercises* (6th edition). Upper Saddle River, NJ: Prentice Hall.

Course Description

Organizational behavior focuses on attitudes and behaviors of individuals in organizations. Managers must elicit cooperation from people of many different backgrounds to make an organization efficient and productive. The demographic composition of the U.S. work force is becoming more diverse. At the same time, the U.S. is becoming part of a global workforce in which workers from different cultures interact more frequently than ever before. Due to the changing demographic composition of the workforce and the increasingly critical global changes, this course will emphasize issues of working in a culturally diverse organization. Diversity will be studied in the broadest sense, including racioethnicity, gender, age, social class, learning styles, personality, and so on.

Important areas of the field of organizational behavior will be studied in this class, including the relationship of attitudes to behaviors, perception and stereotyping, motivation, communication, group behavior and teamwork, power and politics in organizations, conflict management and negotiation, and the impact of diversity on the organization's culture.

The course will be based on experiential learning techniques. Experiential learning provides a setting in which a student can integrate theory with personal experiences. Students will be involved in both individual and group learning exercises and will develop self-awareness, an ability to recognize functional and dysfunctional group interaction, and skills to diagnose an organization's culture and practices.

Since this is a graduate class, a critical and analytical perspective with regard to the topics under discussion will be maintained. You will be encouraged to broaden your perspectives, develop critical thinking skills, and learn to work with your colleagues in group situations. The course will emphasize the application of knowledge, the relationship of theory

and practice, the dynamic and often uncertain environments within which organizations interact, and the moral dilemmas that people in organizations encounter.

Semester Design/Readings

The course schedule will be followed as closely as possible. However, the instructor, in consultation with the students, may alter the schedule during the semester if further attention is desired for any particular subject. Students are expected to read the assigned material prior to coming to class. Experience shows that keeping up with the readings will enhance your performance in the class.

Exams

Two exams will be given during the course of the semester. These exams will cover material from both the readings and the lectures. The exams will encourage students to integrate the course concepts with their experiences and practical application. Thus, the format will generally be short answer and essay questions with the instructor reserving the right to change the format if necessary. No make-up exams will be given without prior approval of instructor.

Assignments

A few short written and/or oral assignments will be given throughout the semester. These could include case analyses, surveys, etc. Specific assignments will be announced in class a session or two prior to their due date. The assignments generally serve the purpose of integrating course concepts with realistic conditions found in the business world.

Presentation

Group presentations will occur towards the end of the semester. Grading of these presentations will be both on content and presentation style. Additional information on the presentation will be given the first class session.

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. The requirement 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 5% of the total grade for this assignment, 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 Participation and Attendance

Due to the nature of the course, class discussion and group exercises, attendance is directly related to class participation. Further, since one class constitutes one week of work, it is highly recommended that each student attend all class meetings. An absence is excused only if the instructor is notified prior to the class session.

Reasonable Accommodations

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.

Academic Honesty

Anderson School of Management faculty, staff and students commit to the values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. For the full text of the Anderson School of Management honesty code, please visit <http://www.mgt.unm.edu/honesty>.

Grading

Final grades will be computed on the following basis:

Two exams	50%
Presentation	25%
Class Assignments and Cases	10%
Behavioral Lab Research Participation	5%
Participation and Attendance	10%

SCHEDULE AND ASSIGNMENTS

Please complete all readings/assignments prior to the day listed.

SCHEDULE AND ASSIGNMENTS

<u>Date</u>	<u>Topic</u>	<u>Reading/ Assignment</u>
8/20	Introduction and Overview	*KK– 1 **HA – pp. 1-7, 14-20, 60-69, 302-316, 384-389
8/27	Individual Differences Cultural Diversity	KK – 2, 4, 5 **HA – pp. 71-82, 83-97, 98- 107, 261-272
9/3	Values, Perception, and Motivation Social Perception and Ethnicity	KK – 6, 7, 8 HA – pp. 48-55, 302-316
9/10	Job Performance Appearance MINORITY EXERCISE DUE	KK – 9 HA – pp. 244-254, 255-258
9/17	Group Dynamics Religion	KK – 10 HA – pp. 196-209
9/24	Group Dynamics (cont.) Sexual Orientation	HA – pp. 142-153, 166-176, 319-323
10/1	EXAM 1	---
10/8	FALL BREAK – NO CLASS	---
10/15	Teams, Individual and Group Decision Making Gender	KK– 11, 12 HA – 29-37, 120-130, 131- 132, 133-141, 338-346
10/22	Communication	KK – 14 HA – pp. 210-218, 228-241

10/29	Power and Politics Social Class, Disabilities MEDIA PAPER DUE	KK – 15 HA – pp. 158-165, 182-195
11/5	Leadership Presentation	KK - 16 HA – pp. 326-337, 222-227
11/12	Conflict Management Presentation	KK – 13 HA – pp. 38-47, 369-378, 379-383
11/19	Organizational Culture and Change Management Generational and Age Diversity Presentation	KK – 3, 18 HA – 111-119, 282-288, 353-368, 399-407
11/26	THANKSGIVING – NO CLASS	---
12/3	Review for Final Presentation	---
12/10	FINAL EXAM	10 a.m. – 12 p.m.

*KK=Kreitner and Knicki

**HA = Harvey and Allard