

**Course Number: MGMT 506-002**  
**Course Title: *Managing People in Organizations***  
**Semester & Year: Spring, 2015**  
**Classroom: ASM 1004**  
**Meeting Time/Days: Tuesdays, 4 – 6:30 pm**

**Instructor: Ryan P. Jacobson, PhD**  
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**CRN/Line #: 13751**  
**Office Hours: Mondays, 1–3 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. Learn basic OB theories and concepts.
2. Learn how to apply OB theories/concepts to better understand, predict, and change behavior in organizations.
3. Increase your personal self-awareness of the traits, tendencies, and skills that affect your performance in organizational contexts.

### **COURSE READINGS**

- **Required Text:** Kreitner & Kinicki (2013). *Organizational Behavior* (10<sup>th</sup> ed). McGraw-Hill. Please read the assigned chapters **prior** to the class period in which the readings are due.
- **“Applying OB” Readings:** Four supplemental readings will be posted to the course website (LEARN). These readings include case studies and popular press articles designed to stimulate your thinking regarding the applied implications of course content. Along with the articles, critical thinking questions will be posted to help guide your analysis. Students are expected to have read the articles and considered the critical thinking questions **prior** to the class period for which the reading is due.

## **COURSE REQUIREMENTS & GRADING OVERVIEW**

<b><u>Requirement</u></b>	<b><u>Points (Percentage)</u></b>
<b>1. Individual Case Writing Assignment</b>	<b>250 (25%)</b>
<b>2. Quizzes (4)</b>	<b>100 (10%)</b>
<b>3. Exams (2)</b>	<b>300 (30%)</b>
<b>4. Group Final Project</b>	<b>300 (30%)</b>
<b>5. Research Participation</b>	<b>50 (5%)</b>
<b>Total</b>	<b>1000 (100%)</b>

## **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. Individual Case Writing Assignment (250 pts):** During Week 2 (1/20), 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.
- 2. Quizzes (100 pts):** Students will complete 4 quizzes, worth 25 pts each. Quizzes will consist of multiple choice questions based on the course text and lecture content. Each quiz is non-cumulative—based on the material covered since the last quiz (or beginning of course). **No** makeup quizzes will be allowed.
- 3. Exams (300 pts):** Students will complete 2 exams, worth 150 pts each. Exams will consist of multiple choice and short essay questions based on the course text and lecture content. Each exam is non-cumulative—based on the material covered since the last exam (or beginning of course). **No** makeup exams will be allowed.
- 4. Group Final Project (300 pts):** During Week 4 (2/3) teams of approximately 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) present the case to the class (100 pts). Acceptable concepts/theories and detail regarding requirements for the written assignment and presentation will be described in a separate handout to be distributed and discussed in Week 4 (2/3).
- 5. Research Participation (50 pts):** The Department of Organizational Studies requires that all students taking MGMT 306 & 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 research in the field of organizational behavior. 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 May 2<sup>nd</sup>, 2015 at 5:00 p.m. (MST). 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>

## **GENERAL/MISCELLANEOUS EXPECTATIONS & CLASS NORMS**

**Attendance & Participation** - Attendance is expected and active participation is strongly encouraged. However, neither attendance nor participation is “graded”. Class begins promptly at 4 pm. 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). On quiz and exam days, late arrivals will not be allowed to complete the quiz/exam.

**Reading Assignments** –You will be tested on content from readings assigned from our primary text (Kreitner & Kinicki, 2013) and from supplementary articles posted on our course website. Timely and analytical reading of these materials will play an important role in your overall course performance. Please complete the readings listed for the week *prior* to attending that week’s class session.

**Lecture** - Roughly 2/3 of our class meetings will be devoted to “interactive” lectures (i.e., lectures that may include participatory demonstrations, video clips, opportunities to share insights and questions). In some cases, lecture content will overlap with content from your primary text (expanding on specific concepts or providing more detailed explanation). However, in other cases, lecture will include additional material not covered in the text. Thus, to perform well on quizzes and exams, it is in a student’s best interests to both read the primary text AND regularly attend class.

**Class Discussion** – Roughly 1/3 of class meetings will be devoted to discussions of the applied implications of course concepts. We will refer to this portion of each class as “Applying OB”. During four of our class periods, you will be expected to have read supplemental readings prior to class—which will form the

primary basis for discussion. During other weeks, I may bring short articles to class for you to read and discuss or may pose specific applied questions based on the course material. Discussions will include a mixture of small-group and full class interaction.

**Self-Assessment** – Prior to Week 6 (2/17) you will complete an online questionnaire assessment of individual difference constructs (e.g., personality traits, values, attitudes). I will analyze your responses and provide individualized reports of your scores during Week 8 (3/3). You will be prompted to provide a unique code number when completing the assessment so I will not be able to personally identify you when analyzing your responses. It will be necessary for you to remember this code to receive your personalized report during Week 8. This procedure will ensure anonymity and confidentiality. We will discuss these reports during class, but you will be given the option to keep your personal scores private during the discussion. These data will be used for instructional purposes only (i.e., data will not be used for research purposes).

**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, then they must clear this with me in advance.

### **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 the instructor 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

- January 13<sup>th</sup>                    **Week 1: Class Overview & Intro to Organizational Behavior I**
- READING: Kreitner & Kinicki, Ch. 1
- January 20<sup>th</sup>                    **Week 2: Intro to OB II & Diversity**
- READING: Kreitner & Kinicki, Chapters 1 & 2
  - READING: AOB Reading #1 (Mintzberg, 1990)
  - Individual writing assignment discussion
- January 27<sup>th</sup>                    **Week 3: Organizational Culture**
- READING: Kreitner & Kinicki, Chapters 3 & 4
  - **Quiz 1**
- February 3<sup>rd</sup>                    **Week 4: Personality & Individual Differences**
- READING: Kreitner & Kinicki, Chapter 5
  - READING: AOB Reading #2 (Southwood School Case)
- February 10<sup>th</sup>                    **Week 5: Attitudes & Values**
- READING: Kreitner & Kinicki, Chapter 6
  - **Quiz 2**
- February 17<sup>th</sup>                    **Week 6: Motivations, Emotions, & Moods**
- READING: Kreitner & Kinicki, Chapters 8 & 9
  - **Self-Assessment Due**
- February 24<sup>th</sup>                    **Week 7: Exam 1**
- Material from 1/13 through 2/17

March 3<sup>rd</sup>

**Week 8: Perception & Social Cognition**

- READING: Kreitner & Kinicki, Chapter 7
- Self-Assessment Discussion

March 10<sup>th</sup>

**Week 9: Spring Break**

- Have Fun!

March 17<sup>th</sup>

**Week 10: Groups & Teams**

- READING: Kreitner & Kinicki, Chapters 10 & 11
- READING: AOB Reading #3 (TBD)

March 24<sup>th</sup>

**Week 11: Final Project Meetings**

- Team Meeting Order TBD

March 31<sup>st</sup>

**Week 12: Communication & Conflict**

- READING: Kreitner & Kinicki, Chapters 13 & 14
- Quiz #3

April 7<sup>th</sup>

**Week 13: Leadership**

- READING: Kreitner & Kinicki, Chapter 16

April 14<sup>th</sup>

**Week 14: Power & Influence**

- READING: Kreitner & Kinicki, Chapter 15
- READING: AOB Reading #4 (Cialdini, 2003, pp. 70-77)
- Quiz #4

**April 21<sup>st</sup>**

**Week 15: Organizational Design**

- READING: Kreitner & Kinicki, Chapter 17

**April 28<sup>th</sup>**

**Week 16: Final Project Presentations**

**May 5<sup>th</sup>**

**Week 17: Exam 2**

- Material from March 3<sup>rd</sup> through April 21<sup>st</sup>
- Final project papers due

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