



MGMT 306

ORGANIZATIONAL BEHAVIOR AND DIVERSITY

- Class Meets:** Section 006—Tuesdays from 7:00 pm - 9:30 pm in ASM 1068
- Professor:** Wayne A. Gaede, CPCM
- Contact Info:** E-mail: wgaede16@unm.edu; Phone: 505-508-8437
- Office Hours:** By Appointment

COURSE DESCRIPTION: Welcome to Organizational Behavior and Diversity! This course explores the practices and processes involved in increasing the effectiveness of organizations while also improving the well-being of the individuals within those organizations. Specifically, the theme of the course is how we individually and collectively can add value to organizations. Course topics include leadership, ethics, diversity, motivation, human resource management, and international business.

COURSE OBJECTIVES: The main goals of this course are to (a) increase our knowledge about a range of organizational challenges and opportunities, (b) better understand organizations and employee behavior so that we can compete more efficiently in the business world, and (c) explore the role of diversity in achieving outstanding organizational performance.

At the end of the course, you should be able to:

- Describe the concepts of organizational behavior and describe their importance
- Evaluate how context influences employee behavior and organizational effectiveness
- Understand how diversity shapes organizations
- Be more open-minded towards yours and others' unique qualities and contributions
- Reflect on your perspectives and work ethic as they apply to the workplace
- Collaborate more effectively as a team member

CLASS FORMAT: The class activities will include lectures, class discussions, activities, and presentations by external speakers. I use a variety of methods to maximize learning (different teaching methods lead to different types of learning) and fairness (different students excel at different types of assignments).

CLASS READINGS:

Textbook: Robbins, S. P., & Judge, T. (2015). *Organizational Behavior* (16th edition). New Jersey: Prentice Hall. ISBN 978-0-13-350764-5

PLEASE NOTE: You **DO NOT** need the extra texts and web tutor pack.
Please purchase the **TEXT ONLY** from any outlet that you choose.

- **Other Readings:** Additional readings will be required, and will be provided on UNM Learn.

COMMUNICATION: You should always feel free to communicate with me via e-mail or phone, but I recommend using e-mail. I can be forgetful when I get very busy, and e-mails provide me with reminders, as well as a tracking device. I recommend that you keep all of your communication with me in case you need to prove that you sent me a message/attachment. If you send an e-mail to me, I will always send you a response—you will never have to wonder if I received your message.

UNFORESEEN CIRCUMSTANCES: Please note that I plan to hold class unless the campus is officially closed. If class is cancelled due to inclement weather or other emergency, I will send an e-mail that acknowledges class cancellation. Activities scheduled for that class (e.g., coverage of material, exams) will be moved to (and possibly combined with) the next class.

POLICIES:

- **Classroom Etiquette:** I expect that we will all conduct ourselves as responsible adults and exhibit respect for others. During class, you should be focused on class. As such, please turn the ringer of your cell phone off before class (except for emergencies). Further, all students should arrive on time to class and should not leave early.
- **Academic Dishonesty:** Honesty and integrity is expected of all students. For example, please note that you may not obtain any help from anyone on written assignments, quizzes or examinations. Violations will result in disciplinary action, such as failure of the assignment in question, receipt of a failing grade in the class for the semester, probation, suspension, or expulsion. If you are ever uncertain about whether certain class-related behavior is ethical, please check with me.
- **Accommodation:** If you are a person with a disability or disabilities who may need reasonable accommodations in academic settings, please communicate that with me as soon as possible. Please contact me privately (e.g., via e-mail or phone), as information about your disability(ies) is confidential.
- **Attendance:** Attendance is not required. However, participation points are given for each class—points that contribute to your overall grade. Therefore, each class you miss will result in points off your final point total. Students who are unable to attend will not be able to make up the participation points for that given day. This policy holds true regardless of the reason for the absence.
- **General Comments:** Students will be expected to write at the level established for a University of New Mexico student. All assignments must be turned in as a Word document with 12- point font, 1 inch margins, and double spaced, unless otherwise specified.
- **Late Assignments. No late assignments will be accepted unless I give prior approval. Assignments are still due even if you have e-mailed or called me to let me know of your absence. You are still responsible for all assignments due on the day of class (before the start of class), as well as any work assigned in class in your absence. Late assignments are given a grade of '0'.**

- **Makeup Exams:** It is not the normal practice in this course to give makeup exams. Absence from an exam will not be excused without approval by the instructor prior to the examination date. If approval is received to take a missed exam, written confirmation of an emergency (illness, etc.) will be required.

EVALUATION AND GRADING: Semester grades will depend on the total points earned on the assignments using the point total cutoffs shown below. There will not be a curve. Further, no grade will be changed after the semester has ended.

| Assignment | Due Date | Points |
|---------------------------------------|-----------------|--------|
| Class Participation | | 20 |
| Exam #1 (Chapters 1 - 6, and 16) | 3/08, Class #8 | 25 |
| Exam #2 (Chapters 7 - 12, and 14) | 4/19, Class #14 | 25 |
| Final Paper | 4/26, Class #15 | 15 |
| Group Project | 5/03, Class #16 | 10 |
| Behavioral Research Lab Participation | 5/06 | 5 |
| Group Presentations | 5/10, Class #17 | --- |

| Grade | F | D | C- | C | C+ | B- | B | B+ | A- | A | A+ |
|-------------|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| % of Points | <60 | 60-69 | 70-73 | 74-77 | 78-79 | 80-83 | 84-87 | 88-89 | 90-93 | 94-97 | 98-100 |

ASSIGNMENTS:

Participation Points:

- Class Participation points will consist of in-class activities, discussions, attendance, etc. The purpose of the participation points is to: (1) motivate you to be engaged during discussions and activities, (2) encourage attendance, and (3) help you learn the material. Students who are unable to attend class will not receive participation points for that given day. This policy holds true regardless of the reason for the absence.

Exams #1 and #2:

- *Purpose.* The purpose of the midterm and final exams is to evaluate your retention and understanding of the material covered in the Chapters identified for each.
- *Format and Grading.* Each exam will include 25 multiple-choice questions, with each question worth 1 point.

Final Paper:

- *Purpose.* The purpose of this paper is to: (1) evaluate your understanding of the material and (2) evaluate student understanding via a deliverable other than a multiple-choice exam.
- *Content.* Specifications will be explained when the exercise is assigned after Exam #1 (the midterm).
- *Grading.* Scores can range from 0 to 15. A grade of 0 will be given to late papers.
- *Delivery.* You must e-mail or hand-deliver the paper by the beginning of the class period on the due date (4/26). You can turn in the final papers at any point after it is assigned. Late papers will not be accepted.

Group Project:

- *Purpose.* The purpose of the small group presentation is to: (1) help you learn the material, (2) work effectively as a team member, and (3) network with your classmates.
- *Content.* You will work with a group of 3-5 students to summarize the research and legal implications surrounding a diversity-related issue commonly found in organizations. Content specifications will be explained when the instructions are given the second week of class.
- *Grading.* Scores can range from 0 to 10, as determined by the thoroughness and completeness of the project.
- *Timing.* The group project is due Class #16 (5/03) at the beginning of class. Your group members and the topic that your group prepares will be determined the second week of class. You can turn in the project at any point throughout the semester. Please note that the group project and the group presentation are different assignments and have different due dates (1 week apart).

Behavioral Research Lab Participation:

- *Purpose.* 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.
- *Content and Format.* 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.

- **Grading.** In order to receive full 5 points, students MUST complete 2 research credits (any combination of research participation and written reports). In other words, no partial credit will be granted--therefore completing 1 credit will earn 0 points. A full description of the requirement can be found in the Department of Organizational Studies' Research Participation memo (<http://www.mgt.unm.edu/behavioral-lab>), which will be distributed and discussed during the second week of class.
- **Timing.** All research activity (i.e., lab sessions and research reports) must be completed by Friday 5/06/2016 at 5:00PM.

TENTATIVE COURSE CALENDAR (subject to change)

| <u>Week</u> | <u>Date</u> | <u>Topic</u> | <u>Reading, etc.</u> |
|-------------|-------------|---|--|
| 1 | 1/19 | The Foundation of Organizational Behavior, and Ethics in Management | Robbins & Judge, Chapter 1 |
| 2 | 1/26 | Diversity in Organizations Assignment of Group Projects | Robbins & Judge, Chapter 2 |
| 3 | 2/02 | Organizational Culture/ Socialization | Robbins & Judge, Chapter 16 |
| 4 | 2/09 | Attitudes and Job Satisfaction | Robbins & Judge, Chapter 3 |
| 5 | 2/16 | Emotions and Moods | Robbins & Judge, Chapter 4 |
| 6 | 2/23 | Personality and Values | Robbins & Judge, Chapter 5 |
| 7 | 3/01 | Perceptions, and Individual Decision Making | Robbins & Judge, Chapter 6 |
| 8 | 3/08 | Exam #1 Leadership Assignment of Final Paper | Robbins & Judge, Chapter 12 |
| 9 | 3/15 | Spring Break | |
| 10 | 3/22 | Motivation Concepts Motivation: From Concepts to Application | Robbins & Judge, Chapter 8 Robbins & Judge, Chapter 7 |

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|----|------|---|---|
| 11 | 3/29 | Foundations of Group Behavior Communication | Robbins & Judge, Chapter 9 Robbins & Judge, Chapter 11 |
| 12 | 4/05 | Understanding Work Teams | Robbins & Judge, Chapter 10 |
| 13 | 4/12 | Conflict and Negotiation | Robbins & Judge, Chapter 14 |
| 14 | 4/19 | Exam #2 Power & Politics | Robbins & Judge, Chapter 13 |
| 15 | 4/26 | Final Paper Due Foundations of Organizational Structure | Robbins & Judge, Chapter 15 |
| 16 | 5/03 | Group Papers Due Organizational Change and Stress Management | Robbins & Judge, Chapter 18 |
| 17 | 5/10 | Group Presentations | |