



MGMT 306: ORGANIZATIONAL BEHAVIOR AND DIVERSITY Spring 2016

Professor:	Lisa Marchiondo, Ph.D. marchiondo@unm.edu
Class Location:	Section 002 – Mondays 8:00-10:30am, ASM 1068 Section 003 – Mondays 12:30 – 3:00pm, ASM 1068
Office Hours:	Mondays 10:30-11:00a, 3:00-4:00p, and by appointment, ASM 2116

COURSE OVERVIEW

DESCRIPTION

Welcome to Management 306! This course will introduce you to the science of human behavior in organizations. It will provide you with an understanding of important organizational issues, including motivation, leadership, job attitudes, team work and group behavior, conflict, networking, and negotiation. In addition, organizational leaders are confronted with the challenge of effectively managing a workforce that is increasingly diverse. We will discuss research pertaining to diversity in the workplace and address important and complex questions pertinent to the changing face of the 21st century workforce. We will address these topics via the course textbook, lectures, and applications and discussions of students' reflections, experiences, and observations.

COURSE FORMAT

The first half of class will typically center on lecture, while the second half will contain more discussion and group activities. A PDF of the slides for each lecture will be available on Learn to help you organize your notes. Lecture will center on topics from the assigned readings and also introduce new concepts that are not covered in the textbook. Therefore, it is imperative to attend class and take notes.

Please come to each class prepared, having read the assigned readings prior to class. Participation by all students is essential in order for the course to be successful. All students should strive to contribute meaningfully to enhance their own and others' learning. Group discussions and activities will be used to answer questions, learn from others' perspectives, and engage with the course material. Everyone is expected to adhere to the "Ground Rules for Respect" described below in order to create a classroom of respect and collaborative learning. The most important qualifications for this course are interest, energy, and eagerness to fully engage with classmates.

LEARNING OBJECTIVES

Upon completion of this course, students should be able to:

- Understand basic theories of motivation.
- Know the theories of effective leadership.
- Evaluate how individual differences (e.g., personality, emotions, values, and attitudes) affect workplace behaviors and organizational outcomes).
- Know the basic process models of communication.
- Understand the issues and implications of managing organizations in a global environment.
- Discuss the importance of managing workforce diversity effectively in modern organizations.
- Describe an effective group/team.
- Exhibit knowledge of communication principles through written papers/projects and oral presentations.

TEXTBOOK AND REQUIRED MATERIAL

Most of the required readings for this course are from the textbook *Organizational Behavior* (16th Edition) by Robbins and Judge. You may purchase this book in its entirety, or I had a customized (shorter) version created, which is available at the bookstore. This customized version is identical to the complete textbook but does not include four

chapters that we will not cover during the semester (and so is cheaper than the complete textbook). Feel free to purchase whichever option you would like (the complete text is also available online and used). Below is the information for both options of the textbook:

- **Shorter, customized book (only available at the UNM bookstore):**
MGMT 306 Organizational Behavior (Pearson Custom Business Resources). ISBN: 1323343482 (13-digit ISBN: 978-132334348-7).

OR

- **Complete textbook (available at the bookstore or online):**
S. P. Robbins and T. A. Judge (2015). *Organizational Behavior* (16th Edition). ISBN: 0-13-350764-5. (13-digit ISBN: 978-0-13-350764-5).

Please note: You do not need the online lab, extra texts, or web tutor pack. Please purchase the TEXT ONLY from any outlet you choose.

I do not recommend purchasing an older version of the textbook (editions 15 and earlier), but if you do, it is your responsibility to carefully compare it to the version we are using to ensure you have all the required information.

Other readings may occasionally be assigned and will be posted to UNM Learn.

GRADING

Requirement	Points	Percentage
Course Participation and Activities	100	~17%
Quizzes	50	~8%
Exam 1	100	~17%
Exam 2	100	~17%
Exam 3	100	~17%
Final Paper	120	20%
Behavioral Lab Participation	30	5%
Total Possible Points:	600	

Final letter grades will be assigned based on the point scale below. Grades will not be rounded up.

Final Grade	Total Points	Final Grade	Total Points
A+	588 – 600	C+	462 – 479
A	558 – 587	D	438 – 461
A-	540 – 557	C-	420 – 437
B+	522 – 539	D+	402 – 419
B	498 – 521	D	378 – 401
B-	480 – 497	F	377 or lower

COURSE PARTICIPATION AND ACTIVITIES (100 POINTS)

The purpose of class time is to deepen your understanding of the readings, provide information beyond the assigned readings, work in groups, see “real world” application of material, and apply course information. Each of you is a resource as well as a learner, and each of us has a responsibility to contribute to the group’s learning as well as our own. Practically, this means that if you do not prepare for or contribute during class, everyone misses your contribution. You are expected to be active learners and assume responsibility for learning and discovery.

Throughout each class, I will ask a variety of types of questions, and you will write down responses, sometimes individually and sometimes after working with peers. Please be sure to answer all questions and provide thoughtful and thorough answers (these are the most common reasons for point deductions). The number and type of questions will

vary per class. Question types include:

- Subjective questions: I will ask subjective questions to gather your opinions or information about your experiences or observations.
- Activities: We will engage in activities, both individually and as a group, for which you will write down responses. Sometimes you will receive credit simply *if* you answer. Other times, you will receive credit based on the quality and accuracy of your responses.

If you must miss a class, you can make up participation points for **ONE** class (this does not include exam dates). Please email me before the start of class, or at a minimum, no later than 24 hours after the missed class. Classes cannot be made up if you email me more than 24 hours after the end of class. If class activities can be made up at home, I will email you the activity and ask you to return it to me by a certain day/time. If the activities required group work and cannot be made up at home, I will ask you to see me during office hours.

Appropriate participation also means that you are respectful, present, and attentive. I will not engage in irrelevant activities during class (which would displease you), and I expect the same from you. Irrelevant activities not only detract from your personal performance but distract others and me. I will typically not notify you if I see you engage in these activities, but I will deduct points from your participation grade (using a sliding scale, such that more credit will be deducted based on the frequency and severity of the offense).

- **No electronic devices, including cell phones, laptops, tablets, etc.** Trust me... Research shows that these devices actually hinder learning!
- Do not engage in other irrelevant activities, such as private conversations or sleeping.
- Do not arrive late or leave early (unless discussing it with me in advance).
- Attend class. If you do not attend a class, it is your responsibility to obtain notes and information from a classmate or to see me during office hours.
- Be respectful and professional when interacting with peers and me, whether in class or electronically. Please see the ground rules for respect below.

Having someone complete participation activities for you is a violation of academic integrity and will be treated as such. At a minimum, you will lose all participation and quiz points for *the entire semester*.

QUIZZES (50 POINTS)

There will be “mini” quizzes at the beginning of most classes. Each quiz will typically be worth 4-6 points. Quiz questions are based on information from the assigned reading. These questions allow me to see if you understand the material and help you keep up with the material. Be sure to read the assigned textbook sections **BEFORE** each lecture. Quizzes cannot be made up, but I will **drop ONE** of your quiz grades (the lowest one) at the end of the semester.

Quizzes must be turned over when you are finished to prevent cheating. Looking at peers’ responses, providing peers with answers to questions (e.g., allowing quiz answers to be visible to others), or having someone turn in quizzes for you, are all violations of academic integrity and will be treated as such. At a minimum, you will lose *all quiz and participation points for the entire semester*, and greater penalties may be imposed. The risks of cheating greatly outweigh any potential benefit!

EXAMS (3 WORTH 100 POINTS EACH)

There are three exams. Each exam will contain multiple-choice and possibly short answer questions. I will let you know how many questions and what format to expect before each exam. The exams are not cumulative. Exams will cover material from lecture, assigned readings, and class activities. All assigned textbook reading and lecture material are fair game; this means that information covered in the textbook but not discussed in class may be on exams, and information covered in class that is not in the textbook can be tested.

You must take all three exams at the scheduled in-class times. On each exam date, allow plenty of travel time and plan to arrive to the classroom early. Due to the many circumstances that could affect the 80+ students in this course, it is impossible to determine legitimate excuses for missing an exam while being fair to the students who take the exams on time. Therefore, plan now to be in class on time on the exam dates. Makeup exams will not be allowed except in the face of unusual circumstances with proper documentation (e.g., a doctor’s note, funeral program, police record in cases of transportation emergencies) and must be negotiated in advance. It is up to my discretion whether the documentation

appears legitimate and is sufficient to warrant a makeup. Writing exams is a very labor intensive process, so makeup exams will contain a different format, such as essay questions or a paper. Makeups must take place as soon as possible; procrastination in scheduling a makeup will result in point deductions similar to those for the final paper.

FINAL PAPER (120 POINTS)

Organizational behavior often bridges scientific discovery and real-world application. In keeping with this scientist-practitioner model, you will apply what you learn in class through a final paper. The purpose is to encourage you to think actively about the material outside of class, specifically by 1) recalling facts, theories, and information from class, and then 2) creatively integrating this knowledge with work contexts you observe. You will receive details about the final paper at the beginning of the semester.

The paper is due on **Learn by Friday, May 6 at 11:59pm EST**. I recommend beginning the paper halfway through the semester. If you turn in the final paper after the deadline, it is not possible to receive full credit, because many students worked hard to turn it in on time. If you turn in the paper within 24 hours of the due date, the highest possible grade is 108 points (90%); within 48 hours, the highest possible grade is 84 points (70%); within 72 hours, the highest possible grade is 60 points (50%). Papers cannot be turned in after 72 hours.

BEHAVIORAL RESEARCH LAB PARTICIPATION (30 POINTS)

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. 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 30 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 6th, 2016 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>

GROUND RULES FOR RESPECT

Discussions of diversity and other OB topics can touch on issues that students find controversial or difficult. Because of this, students are responsible for permitting each class member to hold his/her opinion without fear of retribution. Class participants should remember, however, that one’s opinions may affect others. You are not required to agree with classmates or the instructor. However, you *are* required to treat classmates and the instructor with respect and courtesy at all times, even when you disagree with them. Violations of respect and courtesy will result in loss of participation points commensurate with the severity of the offense. Keep in mind that:

- Together, we are here to learn about complex issues that have plagued society, in one form or another, since the beginning of civilization.
- We are all guilty of some degree of cultural ignorance concerning another group of people. No one in the class knows everything about all of these topics, so it is expected that we come to class with open minds.
- We are not here to victimize one another. Learning about diversity and differences occurs more readily in supportive environments marked by openness and trust. Students should be able to honestly discuss their thoughts and experiences without fear of being judged, stereotyped or categorized.

As such, I expect everyone to adhere to the following:

- Respect others’ differing opinions and their right to express them. Always challenge the idea, not the person. Listen carefully to others’ ideas even if they are different from yours. Your comments should reflect attention to and understanding of what one said. Avoid knee-jerk, emotional reactions.

- Be courteous. Do not interrupt or engage in private conversations while others are speaking.
- Provide rationale for your thoughts. Relate your comments to the course material, rather than only opinion.
- “Step up, step back” means to participate but also self-regulate. No one person should dominate the course discussions; everyone should have the opportunity to contribute.
- Do not use electronic devices. Respect others by giving them your full attention.

COURSE POLICIES

DO-OVERS, MAKE-UPS, AND REQUESTS TO RECONSIDER GRADES

- Extra credit assignments “just for you” and make-ups or do-overs for in-class quizzes, participation points, papers, or other assignments are not permitted.
- No grades will be rounded up. Do not email me requesting grade inflation.
- If you feel your work was improperly evaluated, you can ask to have it reviewed and the grade reconsidered. To do this, *prepare a written statement* (several paragraphs) explaining what you believe is erroneous about the grade, including evidence (e.g., statements and page numbers from the textbook) to support your argument. While I am unreceptive to reviewing work simply because a poor grade was received, I appreciate the opportunity to correct a mistake. I reserve the right to re-evaluate the entire assignment, which could result in a new grade that is lower or higher than the original grade. Requests to reconsider grades will be honored only within one week after a grade is provided.

COMMUNICATION

Please email me at any time or visit me during office hours if you have any questions or concerns. I will communicate with you in a respectful and professional manner and expect the same from you. Please use your UNM email for all course communication (per federal laws regarding privacy of student information). Please be aware that I receive a large volume of email but that I will make every effort to respond to your email within 24-48 hours. I do not always work from my office, so voicemails and notes on my door are inefficient ways of reaching me; please send an email.

UNM LEARN

Information for the course (e.g., syllabus, powerpoint slides, study guides for exams, final paper requirements, Behavioral Lab information) will be posted to UNM Learn. I will also post grades there. If you have questions about using Learn, please contact Technical Support: (505) 277-5757 (M-F 8am-5pm) or learn@unm.edu.

POLICY ON ACADEMIC INTEGRITY

I take academic integrity seriously and know most students do as well. However, on occasion we encounter students who engage in academic dishonesty of some sort. Academic dishonesty is a serious offense and *will not be tolerated*. Academic misbehavior means any activity that compromises the academic integrity of the institution or subverts the education process, including but not limited to cheating (which includes allowing another student to copy one’s work), fabrication, and plagiarism. Matters subject to disciplinary action are outlined in the Pathfinder (<https://pathfinder.unm.edu/campus-policies/student-code-of-conduct.html>) and in the Anderson School of Management Academic Honesty Code (<http://www.mgt.unm.edu/honesty/>). Any violation of these codes will be taken very seriously and appropriate sanctions will be applied. Students who commit or assist in committing dishonest acts will receive a failing grade in the course and will be referred to the appropriate academic standards bodies on campus.

ADA STATEMENT & POLICY ON SPECIAL CIRCUMSTANCES

Please email me as soon as possible if you have a circumstance that will affect your participation, assignment completion, or any other aspect of the course. If you notify me of special circumstances well in advance, you might be allowed to complete assignments prior to their due dates.

Reasonable accommodation will be given to any individual with a disability. Please contact me privately for arrangements. If you are a qualified person with a disability 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. Usually, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

TIPS FOR SUCCESS IN THIS COURSE

- Don't procrastinate! Begin reading, studying for exams, and writing the final paper well before their deadlines. Breaking up the work into smaller pieces will make life much less stressful, and research shows you remember the material significantly better this way.
- Read! You will benefit most from lecture when you read the assigned readings *before* class. You'll also perform better on in-class quizzes when you read in advance.
- Create outlines of each chapter. Create a list of bolded terms and their definitions, and outline the major points and concepts from each section. Don't simply highlight the textbook. The process of creating outlines reinforces the material, and you'll have a good, personalized study guide for the exams.
- Study! Study for exams a little bit every day (e.g., ~30 minutes). It's much more difficult to remember material when you cram right before exams.
- Thoughtfully contribute and attend to classroom lecture and activities.
- Apply concepts to your everyday life. Think about how the topics we cover apply to your or your family or friends' experiences.
- If you are struggling in the course, seek help as soon as possible (don't wait until the end of the semester!). I am happy to meet with you to provide more study tips and suggestions tailored to you.

COURSE SCHEDULE

The course schedule and assignments are subject to change. Any changes will be communicated in class and on the course website.

Date	Topic	Readings and Assignments
Jan 25	Introduction to Organizational Behavior and Diversity	Syllabus Chapter 1
Feb 1	Diversity in Organizations Job Attitudes	Job Attitudes Survey (due Jan. 30) Chapter 2 Chapter 3
Feb 8	Emotions and Moods	Chapter 4
Feb 15	Personality and Values	Chapter 5
Feb 22	Perception and Decision Making	Chapter 6
Feb 29	EXAM 1	
March 7	Motivation	Chapter 7 Chapter 8
<i>March 14</i>	<i>Spring Break – No Class</i>	
March 21	Group Behavior and Teams	Chapter 9

Date	Topic	Readings and Assignments
March 28	Communication Networking	Network Assignment (complete online survey by Fri, March 25; bring completed handout to class) Chapter 10 (if you're using the longer, non-customized book, it's Chapter 11) Gladwell (1999) networking article (posted on Learn)
April 4	EXAM 2	
April 11	Leadership	Multifactor Leadership (MLQ) Assignment (complete; bring to class) Chapter 11 (non-customized book: Ch 12)
April 18	Power and politics	Chapter 12 (non-customized book: Ch 13)
April 25	Conflict and Negotiation	Chapter 13 (non-customized book: Ch 14)
May 2	Organizational culture	Chapter 14 (non-customized book: Ch 16)
May 6	<ul style="list-style-type: none"> ➤ Behavioral Lab Participation due by 5pm ➤ Final Paper due by 11:59pm (submit on Learn) 	
Finals Week (Date/Time TBA)	EXAM 3	