

MANAGEMENT 309.03 - HUMAN BEHAVIOR IN ORGANIZATIONS

10:20-11:35, TTh, GU 101

Spring 2007

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TEXT

- Understanding Organizational Behavior: A Multimedia Approach, 2005, 2nd edition, by Nelson & Quick.
- Text web site: <http://www.swcollege.com/management/nelson-quick/nelson-quick.html>

COURSE OBJECTIVES

- Develop an understanding of human behavior in organizations and management of human resources.
- Develop skills in human relations and decision making in human problem situations.
- Develop an understanding of effective management of a workforce composed of highly diverse individuals.
- Develop a framework for the analysis of human performance in organizations. Including:
 - Understanding individual behavior and motivation
 - Understanding interpersonal interaction and communication
 - Understanding group processes, teamwork, and leadership
 - Understanding management practices to improve human performance and productivity

Assignments	Points	Course Grade <i>More than three unexcused absences results in one letter-grade drop.</i>
Exam 1 - Feb 15 Ch. 1-5	150	A = 90-100% B = 80-89% C = 70-79% D = 60-69% F = below 60% If S/U graded, S = 70%
Exam 2 - Mar 29 Ch. 6-11	150	
Exam 3 - May 3 Ch. 12-16	150	
Cases (3 cases @ 100 points each)	300	
Optional Final Exam (May 10 th)	150	

CASE STUDIES: The three cases are analysis papers due at indicated times in the syllabus. No late turn-ins will be accepted (i.e., close of business at 5:00pm on due date in Dr. Dorfman's office or emailed to yperera@nmsu.edu). See turn-in due dates. Early turn-in's of cases are also welcomed.

- **Case #1 (Due Feb. 27):** Different Cultural Perspectives: Betty Wong's Bad Day at <http://business.nmsu.edu/mgt/handout/dorfman/wong.pdf>
- **Case #2** includes (Due April 3):
 - Deutschman, Alan (2005). Is your boss a psychopath? *Fast Company*, July, pp. 45-51 at <http://business.nmsu.edu/mgt/handout/dorfman/boss-psychopath.pdf>
 - Byrne, John A. (2005). Jeff Immelt. *Fast Company*, July, pp. 45-51 at <http://business.nmsu.edu/mgt/handout/dorfman/immelt-ge.pdf>

Instructions for case analyses:

- You must respond to all the questions assigned. Your analysis will be graded on the following three items:
 - Logic of your analysis & recommendations.
 - Integration of course materials up to the material covered in class up to the due date for each case.
 - Use of correct English grammar & spelling.
- All case analyses must be handed in on the due date.

- **Case #3 (Due April 26):** Deutschman, Alan (2005). Making change. *Fast Company*, May, pp. 51-62 at <http://business.nmsu.edu/mgt/handout/dorfman/changeordie.pdf>

Late assignments will not be accepted.

- Again, cases can be turned in earlier than the due date but not later unless due to documented medical or other serious emergency situation.

CIVILIZED BEHAVIOR IN THE CLASSROOM

- If you come in **late to class** due to a circumstance beyond your control, please do so quietly and sit near the door. If class has already started, please do not walk in front of the class or in front of other students. If you must leave early, inform the instructor at the beginning of the class and sit near the door. These guidelines should help minimize interruptions. They will be facilitated if students who come to class on time (and do not need to leave early) will leave the few seats nearest the door unoccupied.
- **Attendance is not mandatory: However, attendance will be taken and extra credit given for exemplary attendance (no more than 2 unexcused absences).**
- **All students must purchase a textbook and bring it to class daily.**
- **Please wait until class is dismissed before you gather up your things and before you stand to leave.**
- **Please, no eating** in the classroom. Drinks are ok.
- **All cell phones are to be turned off & put away during class. Computers may be used only to take notes during class. No internet surfing! No completing homework for other classes.**
- **All make-up exams** will be given on May 10th (10:30-12:30)
 - You are allowed make-up exams missed during the semester. A two-hour time block will be pre-set for finals week for ALL make-up exams. (**Note:** If you missed two exams then you will have only two hours on the assigned date & time period to take the exam(s)). The date & time will be provided during the course of the semester.

OTHER ADMINISTRATIVE INFORMATION

- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.
- **Disabilities/Employee Relations:** Feel free to call the Director of Institutional Equity at 505-646-3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 505-646-6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

COURSE OUTLINE - MGT 309.3 – Spring 2007 (Dorfman)			
Date	Subject	Chapter	
PART 1—INTRODUCTION			
Jan	18 Th	Course Overview	
	23 Tu	Organizational behavior in changing times	1
	25 Th	Organizations & managerial challenges	2
PART 2—INDIVIDUAL PROCESSES & BEHAVIOR			
Feb	30 Tu	Personality, perception & attribution	3
	1 Th,	Personality, perception & attribution	3
	6 Tu	Attitudes, values & ethics	4
	8 Th	Motivation at work.	5
	13 Tu	Motivation	
	15 Th	Exam 1: Ch 1-5 & material covered in class	
	20 Tu	Learning & performance management	6
	PART 3—INTERPERSONAL PROCESSES & BEHAVIOR		
	Mar	22 Th	Communication
27 Tu		Communication (continued) ; Case study 1 due	7
1 Th		Work teams & groups	8
6 Tu		Decision making by individuals & groups	9
8 Th		Decision making (continued)	9
13 Tu		Power & political behavior	10
15 Th		Leadership & followership	11
Apr	27 Tu	Leadership & followership	
	29 Th	Exam 2: Ch 6-11 & material covered in class	
	3 Tu	Conflict & negotiation; Case study 2 due	12
	PART 4—ORGANIZATIONAL PROCESSES & STRUCTURE		
	5 Th	Jobs & the design of work	13
	10 Tu	Interview of Warren Buffett and Bill Gates	
	12 Th	Organizational design & structure	14
	17 Tu	Organizational culture	15
May	19 Th	Organizational culture (continued)	
	24 Tu	Managing change.	16
	26 Th	Managing change. Case study 3 due	
	1 Tu	International management	Read for class: " Eye of Beholder "
	3 Th	Exam 3: Ch 12-16	
	10 Th	Exam week—Optional final exam	