

MANAGEMENT 309.M03 - HUMAN BEHAVIOR IN ORGANIZATIONS
11:45-1:00, TTh, BC 106
Fall 2008

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[Eye of The Beholder](http://business.nmsu.edu/mgt/handout/dorfman/eyeofbeholder.pdf) article online at
<http://business.nmsu.edu/mgt/handout/dorfman/eyeofbeholder.pdf>

TEXT:

Understanding Organizational Behavior: 2008, 3rd edition, by Nelson & Quick.

- Text web site: http://websites.swlearning.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&flag=student&product_isbn_issn=9780324423020&discipline_number=416
- The practice quizzes on this site may help you in preparing for class tests. PowerPoint slides outlining the chapter material are posted under the “Textbook Chapter Slides” icon on the class WebCT homepage.

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:

- o Understanding individual behavior and motivation
- o Understanding interpersonal interaction and communication
- o Understanding group processes, teamwork, and leadership
- o Understanding management practices to improve human performance and productivity

Assignments	Points	Course Grade
Exam 1 – Sept 16 (Tu) Ch. 1-4	100	Attendance will be taken and 5 extra credit points given for perfect or near perfect attendance. A = 90-100% B = 80-89% C = 70-79% D = 60-69% F = below 60% If S/U graded, S = 70%
Exam 2 – Oct 9 (Th) Ch. 5-8	100	
Exam 3 – Nov 4(Tu) Ch. 9-12	100	
Exam 4 –Dec 4 (Th) Ch 13-16	100	
Optional Final Exam Dec 9 (Tu)	100	

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) leave the few seats nearest the door unoccupied.

- **Attendance is taken at each class meeting. Students with perfect attendance (including any excused absences with doctors' letters, athletic team travel etc.) will receive five extra credit points at the end of the semester.**
- **Always bring your textbook to class.**
- **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. No text messaging during class--you can't pay attention and text at the same time.**
- **Laptops may only be used for note taking**
- **All make-up exams will be given on Dec 9** unless permission is obtained from professor to take the exam on an earlier date (this requires an excused absence with documentation):
 You are allowed to 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 (Oct 15) 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.M03 – Fall 2008 (Dr. Peter Dorfman)			
Date		Subject	Chapter
PART 1—INTRODUCTION			
Aug	21 Th	Course Overview	
	26 Tu	Organizational Behavior and Opportunity	1
	28 Th	Challenges for Managers	2
PART 2—INDIVIDUAL PROCESSES & BEHAVIOR			
Sept	2 Tu,	Personality, Perception & Attribution	3

	4 Th	Personality, Perception & Attribution	3
	9 Tu	Attitudes, Emotions, & Ethics	4
	11 Th	Attitudes, Emotions & Ethics	4
	16 Tu	Exam #1 chapters 1-4 and material covered in class	
	18 Th	Motivation at Work	5
	23 Tu	Motivation at Work	5
	25 Th	Learning & Performance Management	6
		PART 3—INTERPERSONAL PROCESSES & BEHAVIOR	
Oct	30 Tu	Communication	7
	2 Th	Communication	
Oct	7 Tu	Work Teams and Groups	8
	9 Th	Exam #2 chapters 5-8 and material covered in class	8
	14 Tu	Decision Making by individuals & groups	9
	16 Th	Decision Making (continued)	9
	21 Tu	Power & Politics	10
	23 Th	Leadership & Followership	11 Case Study
	28 Tu	Leadership & Followership	11 Case Study
	30 Th	Conflict & Negotiation	12
Nov	4 Tu	Exam #3 chapters 9-12 and class material	
		PART 4—ORGANIZATIONAL PROCESSES & STRUCTURE	
Nov	6 Th	Jobs Design and Redesign	13 (p 333-341; 347-350)
	11 Tu	Organizational Design & Structure	14 (p 356-364)
	13 Th	Organizational Culture	15 (p 386-394; 401-405)
	18 Tu	Organizational Culture (continued)	15
	20 Th	Managing Change.	16 (p 411-420; 424-432)
	24 - 28	Thanksgiving Break	
Dec	2 Tu	International Management	“ Eye of Beholder ” article
	4 Th	Exam 4: Ch 13-16	
	9 Tu	Exam week—Optional final exam 10:30-12:30	