

| | |
|--|--|
| MANAGEMENT 309.04 - HUMAN BEHAVIOR IN ORGANIZATIONS 1:10-2:25, TTh, GU 103 Fall 2007 | |
| Peter Dorfman, Office GU 113 E-mail: pdorfman@nmsu.edu | Office Hrs: 2:35-3:45 TTh, W 1:30-2:30 & by appointment Phone: 646-4086 |
| Case Study questions on WebCT | |
| Eye of The Beholder article online at http://business.nmsu.edu/mgt/handout/dorfman/eyeofbeholder.pdf | |
| Diversity: PowerPoint presentation for extra credit questions | |

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

| | | |
|-----------------------------------|--------|--|
| | | Course Grade Attendance will be taken and extra credit points given for perfect attendance. |
| Assignments | Points | A = 90-100% B = 80-89% C = 70-79% D = 60-69% F = below 60% If S/U graded, S = 70% |
| Exam 1 - Sep 20 (Tu) Ch. 1-5 | 150 | |
| Exam 2 - Oct 25 (Th) Ch. 6-11 | 150 | |
| Exam 3 - Dec 6 (Th) Ch. 12-16 | 150 | |
| Cases (3 cases @ 100 points each) | 300 | |
| Optional Final Exam (Dec 11) | 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 TA at yperera@nmsu.edu). See turn-in due dates. Early turn-in's of cases are also welcomed.

1. Case #1: **Due Oct 2** - Different Cultural Perspectives: Betty Wong's Bad Day at
<http://business.nmsu.edu/mgt/handout/dorfman/wong.pdf>
2. Case #2: **Due Oct 30**. Includes:
 - 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>
3. Case #3: **Due Nov. 27** - Deutschman, Alan (2005). Making change. Fast Company, May, pp. 51-62 at
<http://business.nmsu.edu/mgt/handout/dorfman/changeordie.pdf>

Instructions for case analyses:

1. 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.
2. All case analyses must be handed in on the due date. Late assignments will not be accepted.
3. 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) 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 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.**
- **Laptops may only be used for note-taking**
- **All make-up exams will be given on December 11th** unless permission is obtained from professor to take the exam on a earlier date (this requires an excused absence with documentation):
 - o 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 (Oct. 16) 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.M04 - Fall 2007 (Dr. Peter Dorfman) | | | |
|--|---|--|----|
| Date | Subject | Chapter | |
| PART 1—INTRODUCTION | | | |
| Aug | 23 Th | Course Overview | |
| | 28 Tu | Organizational behavior in changing times | 1 |
| | 30Th | Organizations & managerial challenges | 2 |
| PART 2—INDIVIDUAL PROCESSES & BEHAVIOR | | | |
| Sep | 4 Tu, | Personality, perception & attribution | 3 |
| | 6 Th | Personality, perception & attribution | 3 |
| | 11 Tu | Attitudes, values & ethics | 4 |
| | 13 Th | Motivation at work. | 5 |
| | 18 Tu | Motivation | |
| | 20 Th | Exam 1: Ch 1-5 & material covered in class | |
| | 25 Tu | Learning & performance management | 6 |
| | PART 3—INTERPERSONAL PROCESSES & BEHAVIOR | | |
| Oct | 27 Th | Communication | 7 |
| | 2 Tu | Communication (continued) ; Case study 1 due | 7 |
| | 4 Th | Work teams & groups | 8 |
| | 9 Tu | Decision making by individuals & groups | 9 |
| | 11 Th | Decision making (continued) | 9 |
| | 16 Tu | Power & political behavior | 10 |
| | 18 Th | Leadership & followership | 11 |
| | 23 Tu | Leadership & followership | |
| 25 Th | Exam 2: Ch 6-11 & material covered in class | | |

| | | | |
|---|-------|--|---|
| | 30 Tu | Conflict & negotiation; Case study 2 due | 12 |
| PART 4—ORGANIZATIONAL PROCESSES & STRUCTURE | | | |
| Nov | 1 Th | Jobs & the design of work | 13 |
| | 6 Tu | Class exercise: Redesign your job | |
| | 8 Th | Organizational design & structure | 14 |
| | 13 Tu | Organizational culture | 15 |
| | 15 Th | Organizational culture (continued) | |
| | 19-23 | Thanksgiving holiday | |
| | 27 Tu | Managing change. Case study 3 due | 16 |
| | 29 Th | International management; Case study 3 due | "Eye of Beholder" article |
| Dec | 4 Tu | Feedback: Case studies 1, 2 & 3; Review | |
| | 6 Th | Exam 3: Ch 12-16 | |
| | 11 Tu | Exam week—Optional final exam: Tuesday, December 11, 1:00 - 3:00pm, GU 103 | |