

**MGT 309.M70 HUMAN BEHAVIOR IN ORGANIZATIONS**  
**ONLINE COURSE – Spring 2007**  
**(January 18 through May 11, 2007)**

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**REQUIRED TEXT:**

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The textbook is **REQUIRED** from the first day of class. It is your responsibility, as the student, to have the textbook on time to complete the assignments.

- Understanding Organizational Behavior, 2nd Ed., by Nelson & Quick. Publisher: South-Western: 2005. ISBN: 0-324-25915-8.
- Text web site: <http://www.swlearning.com/management/nelson-quick/uob2e/uob2e.html>
  - NOTE: **USE THIS WEBSITE MATERIAL.** The practice quizzes, PowerPoint chapter summaries, etc. will help your class performance.

**COURSE OBJECTIVES:**

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The primary objectives of the course are for students to develop:

- A solid understanding of basic organizational behavior (OB) concepts;
- An understanding of human behavior, and its influence on groups and organizations;
- Problem identification, evaluation, and decision making skills;
- A framework to aid your analysis and comprehension of:
  - Individual perception, motivation, and behavior
  - Interpersonal relations, communications, and conflict
  - Organizational processes and structures
  - Working together in mutually interdependent groups

**COMMUNICATION WITH THE INSTRUCTOR:**

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- All course communication will be conducted through WebCT, including assignment submission and asking any question related to the course. Do not use regular campus email for course-related correspondence.
  - WebCT is available through the following web site: <https://salsa.nmsu.edu/>. If you do not have a password and ID for WebCT, you may create them at this website.

**USE OF WEBCT:**

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It is the responsibility of the student to use the available WebCT resources to ensure:

- Familiarity with WebCT (how to login, use menus, etc.)
- Compatibility of web browser software with WebCT

Any questions regarding WebCT should be directed to the WebCT Help Desk at 505-646-4433 or visit <http://distance.nmsu.edu/help/webct.html> for on-line help information.

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## COURSE DESIGN:

### Grading Criteria:

Assignments	Points
16 Quizzes @ 20 points each	320
2 Case Studies @ 50 points each	100
3 Exercises @ 50 points each	150
4 Discussions @ 50 points each	200
Group Project	100
Individual Project	150
Total Available Points	1020

### Grade Breakdown:

Grade	Point Range
A	90 – 100%
B	80 – 89%
C	70 – 79%
D	60 – 69%
F	Below 60%

### Note:

1) Pluses and minuses are awarded based on the instructor's judgment and not at an exact percentage value.

### QUIZZES:

The purpose of the quizzes is to evaluate students' knowledge of the book chapters assigned for each week. The quizzes are:

- Due each week by 11:55 pm on Sunday.
- Available up to two weeks prior to the due date (if you want to work ahead).
- Made up of 10 multiple-choice questions.
- Timed and you will have 20 minutes to complete it from the time you log on to start the quiz.

### **Question: Why are there so many quizzes?**

Answer: I assume students prefer more quizzes covering less material as opposed to fewer quizzes/ tests covering more material. Therefore, each quiz covers one chapter in the textbook. Note that the work-load of this course is equal to that of a regular section of Mgt. 309 that meets several times a week because all students, regardless of whether they attend classes on campus or through distance education, juggle many outside commitments so it is fair to maintain approximately equal work-loads.

### **Question: What is a good quiz-taking strategy?**

Answer: Read the textbook chapter, visit the textbook website and preview the study materials (PowerPoint slides, practice quiz, key terminology etc.) before you take the WebCT quiz. The quiz is open book so you should have just enough time to verify your answers if necessary.

### **Question: Where do the quiz questions come from?**

Answer: Both the questions and answers come from your textbook. While I prefer questions that have unambiguously correct answers, some of the questions of the quizzes do not fall into

this category. When in doubt, refer to the textbook for guidance; do not refer to personal experience or anecdotal information to answer quiz questions. Here is an example:

Example Question # 5:

- a. Example answer, using words and phrases taken directly taken from the book
- b. Example answer, could easily be true in the “real world,” some but not all in the book
- c. Example answer, obviously wrong
- d. Example answer, could easily be true in the “real world” not from the book at all

In this case, the correct answer is “a”

**Question: Explain the logistics of the quizzes?**

Answer: The quizzes are timed, and 20 minutes is allowed for 10 questions. You answer one question at a time and each answer must be saved before proceeding to the next question. This means that you may not go back to prior questions or change answers once they are saved. Each quiz has multiple possible questions so that no two quizzes are exactly alike (although the questions are of a comparable difficulty level). Once you save an answer, wait two or three seconds before moving on to the next question in order to allow the WebCT system to “catch up” with you.

**READINGS:**

Each week students are assigned mandatory readings necessary to successfully complete the week’s assignments. Additional readings, as necessary for the exercises, will be required and posted in the “Additional Readings” section of the WebCT site (it will be explicitly indicated in the assignment guidelines).

**CASE STUDIES:**

The purpose of the case studies is to evaluate students’ critical thinking ability with respect to the course material. Refer to the course schedule for due dates and times.

- Cases are timed on WebCT and must be completed within 2 hours.
- Cases are based on material from the book and additional readings. In order to provide quality answers, students are advised to read the material thoroughly. Answers that do not clearly relate to the reading material will receive a zero.

**REFLECTIVE EXERCISES:**

The purpose of the reflective exercises is to evaluate students’ ability to apply the course material to their personal experiences and development. Any personal information that you share in these exercises will be treated with complete confidentiality.

- Each exercise explicitly indicates what reading is required to be able to answer the questions. Answers that do not clearly relate to the reading material will receive a zero
- Late turn-ins will not be accepted. Refer to the course schedule for deadlines. Typically, exercises are due on Fridays at 11:55pm.

**DISCUSSIONS:**

The purpose of the discussions is to evaluate students’ ability to contribute significantly to their group discussion and decision-making process. Effective participation is strongly influenced by good listening and interpersonal skills.

- Discussion boards will open approximately 2 weeks prior the due date and close at 11:55 PM on due date. (Note: This does not apply to the group project discussion board, which will remain open throughout the course).
- Students will be placed in groups of five or six individuals. The discussions will occur among the students of each group. Depending on course enrollment changes, the group make-up may change over the course of the semester.
- You are expected to significantly contribute to the discussion of your group and will be graded based on the quantity, but especially, the quality of your contributions.

### **INDIVIDUAL PROJECT:**

The purpose of the individual project is to allow students to explore an area of organizational behavior research in depth. The students will be evaluated on their capacity to synthesize and integrate the texts used for their research, and their ability to effectively communicate their learning to other students.

- The deadline for the individual project will be, April 6<sup>th</sup> for Part I and May 9<sup>th</sup> for Part II. Both parts of the projects are due in by 11:55 p.m. on the stated dates.
- Late turn-ins will not be accepted.

### **GROUP PROJECT:**

The purpose of the group project is to evaluate students groups' capacity to integrate and analyze in depth the material discussed in relation to their experience as a virtual team.

- The deadline for the group project will be Friday, April 22, 11:55PM.
- Late turn-ins will not be accepted.

### **SCHEDULE:**

Late assignments are not accepted:

- Discussions are due Fridays at 11:55 PM
- Cases and Exercises are due Fridays at 11:55PM
- Quizzes are due Sundays at 11:55 PM
- Part II of the individual exercise is the only assignment due on a day other than a Friday or a Sunday (due Wednesday, May 9th, 11:55pm)

**YOU CAN ALWAYS TURN ASSIGNMENTS IN EARLY IF THESE TIMES DO NOT WORK FOR YOU.**

### **ADMINISTRATIVE POLICIES:**

#### **ACADEMIC MISCONDUCT:**

Cheating, in any form, is not tolerated. Any students found cheating will receive an F in the course and may be subject to further sanctions as indicated in the Student Code of Conduct including possible dismissal from the academic program or from the University.

Academic misconduct includes, but is not limited to, the following excerpted from the NMSU Student Handbook:

- Cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonestly;

- Plagiarism is using another person's work without acknowledgment, making it appear to be one's own. Any ideas, words, pictures, or other intellectual content taken from another source must be acknowledged in a citation that gives credit to the source. This is irrespective of the origin of material, including the Internet, other students' work, unpublished materials, or oral sources. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct. It is the responsibility of the student submitting the work in question to know, understand and comply with this policy. If no citation is given, then borrowing any of the following would be an example of plagiarism:
  - An idea or opinion, even when put into one's own words (paraphrase);
  - A few well-said words, if these are a unique insight;
  - Many words, even if one changes most of them;
  - Materials assembled by others, for instance quotes or a bibliography;
  - An argument;
  - A pattern of ideas;
  - Graphs, pictures, or other illustrations;
  - Facts;
  - All or part of an existing paper or other resource;
- This list is not meant to include all possible examples of plagiarism.

Basically, always provide references to borrowed material and ideas. If in doubt whether to reference or not, ask me or just provide a reference.

#### **DISABILITIES/ EMPLOYEE RELATIONS:**

- Contact the Director of Institutional Equity (505-646-3635) regarding 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 (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.

#### **INCOMPLETES:**

Incompletes will be awarded 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 head of the Department of Management.

#### **WITHDRAWALS:**

Students are responsible for being aware of important academic dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop. The last day to withdraw with a "W" is Monday, March 12, 2007. The last day to withdraw from the University is Friday, April 20, 2007.

**MGT 309.M70 HUMAN BEHAVIOR IN ORGANIZATIONS – Spring 2007**  
Preliminary Course Schedule  
(Subject to change based on course progress)

Week:	Topics Covered:	Things to do this week (subject to change):
Jan. 18 – Jan. 21	<ol style="list-style-type: none"> <li>1. Introducing yourselves</li> <li>2. Course familiarization</li> <li>3. Syllabus and schedule</li> </ol>	<p><u>READINGS</u>: You have two quizzes due next week on Chapters 1 and 2 of the Nelson and Quick textbook.</p> <p><u>GUIDELINES</u>: Download and read the following:</p> <ul style="list-style-type: none"> <li>• Syllabus/ Course Schedule</li> <li>• Guidelines for Group Discussions (in general)</li> <li>• Guidelines for Discussion 1</li> <li>• Guidelines for Group Project Discussion (so you can plan ahead)</li> </ul> <p><u>DISCUSSIONS</u>: Post to the “Identify Yourself” board and start posting for Discussion 1.</p> <p><u>QUIZZES</u>: Syllabus Quiz (required, but not graded) due BEFORE turning in ANY other assignment.</p>
Jan. 22 – Jan. 28	<ol style="list-style-type: none"> <li>1. Introduction to Organizational Behavior</li> <li>2. Organizations and Managerial Challenges in the 21<sup>st</sup> Century</li> </ol>	<p><u>READINGS</u>: Chapters 1 and 2, Nelson and Quick. Readings for Discussion 1.</p> <p><u>DISCUSSIONS</u>: Continue posting for discussion 1.</p> <p><u>CASES</u>: Case 1 due by Friday, Jan. 26th, 11:55pm. This is a two hour timed case. (Make sure you have time set aside to do the assignment. You probably will not need all two hours).</p> <p><u>QUIZZES</u>: (2 Quizzes) Chapters 1 and 2, due Sunday, Jan. 28th, 11:55pm.</p>
Jan. 29 – Feb. 4	<ol style="list-style-type: none"> <li>1. Personality, Perception, and Attribution</li> <li>2. Attitudes, Values, and Ethics</li> </ol>	<p><u>READINGS</u>: Chapters 3 and 4, Nelson and Quick.</p> <p><u>GUIDELINES</u>: Download and read the guidelines for Exercise 1.</p>

		<p><u>DISCUSSIONS</u>: Discussion 1 final group submission due Friday, Feb. 2, 11:55PM.</p> <p><u>QUIZZES</u>: (2 Quizzes) Chapters 3 and 4, due Sunday, Feb. 4, 11:55pm.</p>
Feb. 5 – Feb. 11	1. Motivation at Work	<p><u>READINGS</u>: Chapter 5, Nelson and Quick.</p> <p><u>GUIDELINES</u>: Download and read the guidelines for Discussion 2.</p> <p><u>DISCUSSIONS</u>: Begin posting for Discussion 2.</p> <p><u>EXERCISES</u>: Exercise 1 due Friday, Feb. 9th, 11:55pm.</p> <p><u>QUIZZES</u>: Chapter 5, due Sunday, Feb. 11, 11:55pm.</p>
Feb. 12 – Feb. 18	1. Learning and Performance Management	<p><u>READINGS</u>: Chapter 6, Nelson and Quick.</p> <p><u>DISCUSSIONS</u>: Discussion 2 final group submission due Friday, Feb. 16th, 11:55PM.</p> <p><u>QUIZZES</u>: Chapter 6, due Sunday, Feb. 18th, 11:55pm.</p>
Feb. 19 – Feb. 25	1. Communication	<p><u>READINGS</u>: Chapter 7, Nelson and Quick.</p> <p><u>GUIDELINES</u>: Download and read the guidelines for Discussion 3.</p> <p><u>DISCUSSIONS</u>: Begin posting for Discussion 3.</p> <p><u>CASES</u>: Case 2 due by Friday, Feb. 23<sup>rd</sup>, 11:55pm. This is a two hour timed case. (Make sure you have time set aside to do the assignment. You probably will not need all two hours).</p> <p><u>QUIZZES</u>: Chapter 7, Sunday, Feb. 25th, 11:55pm.</p>
Feb. 26 –	1. Work Teams and	<p><u>READINGS</u>: Chapter 8, Nelson and Quick.</p>

March 4	Groups	<p><u>GUIDELINES</u>: Download and read the guidelines for exercise 2.</p> <p><u>DISCUSSIONS</u>: Discussion 3 final group submission due Friday, March 2, 11:55PM.</p> <p><u>QUIZZES</u>: Chapter 8, due Sunday, March 4th, 11:55pm.</p>
March 5 – March 11	1. Decision Making by Individuals and Groups	<p><u>READINGS</u>: Chapter 9, Nelson and Quick.</p> <p><u>GUIDELINES</u>: Download and read the guidelines for Discussion 4.</p> <p><u>DISCUSSIONS</u>: Start posting for discussion 4.</p> <p><u>EXERCISES</u>: Exercise 2 due Friday, March 9th, 11:55pm.</p> <p><u>QUIZZES</u>: Chapter 9, Sunday, March 11th, 11:55pm.</p>
March 12 – March 18	1. Power and Political Behavior	<p><u>READINGS</u>: Chapter 10, Nelson and Quick.</p> <p><u>GUIDELINES</u>: Download and read the guidelines for Exercise 3.</p> <p><u>DISCUSSIONS</u>: Discussion 4 final group submission due Friday, March 16th, 11:55PM.</p> <p><u>QUIZZES</u>: Chapter 10, due Sunday, March 18th, 11:55pm.</p>
<b>March 19 – March 25</b>	<b>SPRING BREAK!</b>	<b>ENJOY YOUR TIME OFF CLASSWORK!</b>
March 26 – April 1	1. Leadership and Followership	<p><u>READINGS</u>: Chapter 11, Nelson and Quick.</p> <p><u>EXERCISES</u>: Exercise 3 due Friday, March 30th, 11:55pm.</p> <p><u>QUIZZES</u>: Chapter 11, due Sunday, April 1<sup>st</sup>, 11:55pm.</p> <p><u>INDIVIDUAL PROJECT PART 1</u>: Start working on this if you haven't already done so.</p>

April 2 – April 8	1. Conflict and Negotiation	<p><u>READINGS</u>: Chapter 12, Nelson and Quick.</p> <p><u>DISCUSSIONS</u>: Work on Group Project Discussion.</p> <p><u>QUIZZES</u>: Chapter 12, Sunday, April 8th, 11:55pm.</p> <p><u>INDIVIDUAL PROJECT PART 1</u>: Due Friday, April 6th, 11:55pm.</p>
April 9 – April 15	1. Jobs and the Design of Work	<p><u>READINGS</u>: Chapter 13, Nelson and Quick.</p> <p><u>DISCUSSIONS</u>: Work on Group Project Discussion.</p> <p><u>QUIZZES</u>: Chapter 13, due Sunday, April 15th, 11:55pm.</p>
April 16 – April 22	1. Organizational Design and Structure	<p><u>READINGS</u>: Chapter 14, Nelson and Quick.</p> <p><u>DISCUSSIONS</u>: Group Project Discussion due Friday, April 20, 11:55pm.</p> <p><u>QUIZZES</u>: Chapter 14, due Sunday, April 22nd, 11:55pm.</p>
April 23 – April 29	1. Organizational Culture 2. Managing Change	<p><u>READINGS</u>: Chapters 15 and 16, Nelson and Quick.</p> <p><u>QUIZZES</u>: (2 Quizzes) Chapters 15 and 16, due Sunday, April 29th, 11:55pm.</p> <p><u>INDIVIDUAL PROJECT PART 2</u>: Continue working.</p>
April 30 – May 6	Continue work on individual project	<p><u>READINGS</u>: Any readings from the course that help with the individual project, plus outside researched articles.</p> <p><u>INDIVIDUAL PROJECT PART 2</u>: Continue working.</p>
May 7 – May 11	Completing Individual Project	<p><u>INDIVIDUAL PROJECT PART 2</u>: Due Wednesday, May 9th, 11:55pm.</p>