

**MANAGEMENT 309.60 HUMAN BEHAVIOR IN ORGANIZATIONS**  
**6-8:30pm Wednesday Milton Rm 85**  
**Fall 2008**

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**REQUIRED TEXT:** Understanding Organizational Behavior, 3rd ed, Debra Nelson and James Campbell Quick, South-Western: 2008. MATERIALS FEE: \$1.00 payable to instructor.

**COURSE OBJECTIVES** This course will emphasize cross-cultural and tribal issues in helping students to:

- Develop an understanding of human behavior in groups, and organizations, including tribes, with increased:
  - ability to address performance issues, both with individuals and groups;
  - willingness to work in groups;
  - skills in managing conflict situations.
- Develop skills in problem identification, diagnosis, & decision making at work.
- Develop frameworks for the analysis of human performance in organizations, including culturally diverse and tribal organizations, understanding:
  - personality, learning styles, and motivation;
  - interpersonal interaction and communication;
  - group processes and leadership;
  - organizational and tribal processes and structures; and
  - management practices to improve human performance, satisfaction, and productivity.
- Increase self-awareness of personal working behaviors, styles, and preference;
- Use self-awareness as a stepping stone to understanding others' working behaviors, styles, and preferences, including preferences based on cultural and tribal differences;
- Identify culturally diverse attitudes, beliefs, and behaviors among different countries, corporations, and tribes.

**NOTE: The teaching assistant for this class is Joe Gladstone, of the Blackfeet tribe, and many tribal members will be guest speakers.**

**GRADING.** Attendance is very important!! Lectures will be brief, and team projects, group work and exercises will be a large portion of your in-class time as well as a large portion of your grade.

PRODUCT	CRITERIA	POINTS
QUIZZES	Individual Quizzes (Best 4 of 5, 1 score missed/dropped)	300
	Group Quizzes (Best 4 of 5 scores, 1 may be missed/dropped) Note: 75 points per quiz, no make-ups except as described below	300
Professionalism & Group Work	Professionalism: Attendance*, Participation, Homework, Group work (graded in-class cases and activities)	300
Team Project	6 W's, Oral & Written Reports, Peer Evals, ON TIME!	100
<b>NOTE: You may be DROPPED from your team for 3 unexcused absences, doing other work in class, lateness, and/or other unprofessional behavior! For every 1.5 hours of excused class missed, you must complete a 2-3 page written make-up assignment.</b>		
TOTAL	(Points WILL BE deducted for lateness of any assignment!)	1000

\*See Attendance Policy at the end of this document.

**GRADING SCALE**

A = 90-100	B = 80-89	C = 70-79	D = 60-69	F = below 60 -->
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## IMPORTANT POLICIES AND PROCEDURES

- KEEP COPIES OF ALL YOUR PAPERS WHICH YOU HAND IN. This is YOUR job!
- CHECK your posted grades for quizzes etc.--any questions regarding grades should be submitted within 2 weeks of the grade being posted, IN WRITING.
- In-class activities are important; if you miss many classes, expect to get a lower grade.
- See Attendance Policy for missed quizzes/classes--you MUST make up work to get credit for it!
- **QUIZZES:** There will be 5 multiple-choice/true-false quizzes, with the top 4 grades each worth 75 points, for a total of 300 points toward your individual quiz grade. After each individual quiz, you will take a group quiz with your teammates. Again, the top 4 of 5 quizzes will each be worth 75 points, for a total of 300 points towards your group quiz grade.
- **BE AWARE:** Cheating on an exam will not only result in an F for the exam, but an F for the entire course regardless of other work completed. If you cannot be present on the day of an exam, you must make prior arrangements (before the class date of the test) to take a make-up exam during finals week. Anyone who does not show up for an exam and who did not contact me prior to the exam WILL NOT be permitted to make up the exam, UNLESS it is an "excused" absence (see below). All makeup exams will be given during finals week.
- **Team Grades:** For each individual quiz, you will be permitted to take that quiz with your team, and the team grade will count equally with the individual grade. However, you may be DROPPED from your team for lack of PROFESSIONALISM (see below).
- **Professionalism:** Professionalism will be determined by classroom and team behavior. Professionalism will include such variables as attendance, participation, teamwork, attitude, etc. Attendance is required and will be taken at every class meeting (more than 2 absences will be considered excessive). You are expected to participate in classroom discussion and group work activities. Excessive ABSENCES (more than 3 un-excused) or TARDINESS, SLEEPING, READING newspapers, failing to participate, WHISPERING in class, and doing ASSIGNMENTS FOR OTHER CLASSES, are just some examples of behaviors that would cause you to lose ALL your professionalism points for that class, or, in the case of excessive absences, for the entire term. **Cheating or plagiarism will result in loss of all professionalism points and failure of the course.** See Absences Policy below for details regarding absences.
- **ELECTRONIC DEVICES:** There are NO electronic devices permitted to be used during any class time (no cell phones, laptops, etc.). You may lose ALL professionalism points for any class in which you use electronic devices.
- **Authorized and Excused Absences:**
  - **EXCUSED ABSENCE:** For documented severe illness or death in the immediate family.
  - **Authorized absence:** It is university policy that "Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. Prior written notice of the authorized absence will be provided to the instructor by the sponsoring department." Absences will require a 2-3 page written paper per 75 min of class missed, in lieu of attendance. (NOTE: this is 5-6 pages per 2.5 hour class session.)
  - **Religious reasons:** It is the student's responsibility to review the class schedule attached to this syllabus, and to inform the instructor in writing within the first 2 weeks of the student's entering the class, if the student has a religious reason for requesting to be excused from class. As with all excused absences, the student will be required to make up the work missed, usually by writing a 2-3 page paper per 75 min session of class as make-up work (or 5-6 pages written for each 2.5 hour class).
- **Tardiness:** Professionalism points may be deducted for students who arrive late or leave early. Prior notification may mitigate such penalties.

- **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.
- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates; last day to withdraw with a W is Wednesday Oct 15. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.
- **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.
- **Plagiarism:** This is academic misconduct, and can result in a grade of F for both the assignment and the entire course. It is the student's responsibility to consult the NMSU web site describing what constitutes plagiarism.
- Plagiarism web site: <http://lib.nmsu.edu/plagiarism/>
- <http://lib.nmsu.edu/instruction/plagiarismforstudents.htm>
- **Suspicion of Academic Misconduct:** Any suspicion of academic misconduct WILL BE PROSECUTED. Any evidence of misconduct (wandering eyes during an exam, written work unlike the bulk of the student's written work, etc.) may result in the student being required to repeat the work under suspicion, at the discretion of the instructor.

**STUDENTS WITH DISABILITIES:**

**Disabilities/Employee Relations:** 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.

**Student Responsibilities**

1. Within a few days of the start of the semester, register with SSD & obtain forms.
2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s).
3. Within 5 days of giving the forms to faculty & at least 1 week before any scheduled exam, retrieve the signed forms from faculty & return them to SSD.
4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed.

**Faculty Responsibilities**

1. Within five 5 working days after student gives you the forms, sign them, retain a copy, & return originals to the student.
2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.
3. Refer the student to SSD for any additional accommodations.

**TENTATIVE COURSE SCHEDULE: MANAGEMENT 309 Section 05 Wed 6-8:30pm**

<b>DATE</b>	<b>TOPIC</b>	<b>ASSIGNMENT DUE THIS DAY</b>
8/27 A	Introduction; What's Your Story?	Learning Styles; Service Proj,
8/27 B	Myers Briggs Questionnaire (handout)	Personality; ch 3
9/3 A	Perception & Attribution; Diversity film	Ch 3 Personality, Perception& Attribution
9/3 B	<b>LAST day to ADD: Wed Sept. 3</b>	Diversity Exercise
9/10 A	Personality, Perception, & Attribution	Ch. 3 Perception and Attribution
9/10 B	QUIZ	<b>Quiz #1 on Ch 3; Team Quiz</b>
9/17 A	Team Evals; Team Quiz Reports; Ethics	Team Goals/Strategies; Service Proj.
9/17 B	Attitudes, Values, Ethics: Individuals & Teams; Cross-Cultural & Tribal Values	Ch 4; Ethics & Values Ex
9/24 A	Motivation	Ch 5
9/24 B	Motivation Exercise	Exercise
10/1 A	QUIZ #2	<b>QUIZ #2</b> ch 4 & 5
10/1 B	M/F & Cross-Cultural Communication	Exercise; Team Comp. Assignment
10/8 A	Communication; Feedback;Team comp.	Serv Proj UPDATES; ch 7
10/8 B	Work Teams & Groups	Ch 8; Team Competition—Bonus Pts!
10/15 A	Team Activity	Ch. 8; Last day to <b>DROP</b> : Wed Oct 15
10/15 B	QUIZ	<b>QUIZ #3</b> , Ch 7 & 8;
10/22 A	Service Projects DUE	<b>Service Projects DUE</b>
10/22 B	Decision Making; Seven Directions	Ch. 9; Seven Directions Exercise
10/29 A	Power and Political Behavior	Ch 10; Group Activity
10/29 B	QUIZ	<b>Quiz #4</b> Ch 9 & 10
11/5 A	Leaders & Followers; Positive Pol. Beh	Exercise; ch 11
11/5 B	Leaders and followers	Ch 11; Film/Speaker/Exercise
11/12 A	Conflict; Navajo Peacemaking Process	Ch 12;
11/12 B	Conflict; Navajo Peacemaking Process	Ch 12; Peacemaking Process Ex.
11/19 A	QUIZ	<b>QUIZ #5</b> Ch 11 & 12
11/19 B	Conflict; Team Evaluations	Win-As-Much-As-You-Can Exercise
11/24-28	THANKSGIVING	THANKSGIVING
12/3 A	Observing & Diagnosing Org. Culture	Ch 15; Initiation Rituals; Peer Evals
12/3 B	Integration of topics; BONUS Pts DAY	BONUS POINTS DAY
12/8-12	EXAM WEEK (Final Quiz is <b>optional</b> )	OPTIONAL final quiz on ch 15
	HAPPY HOLIDAYS!	Optional Final: Wed 6-7