

MGT 309.M70 HUMAN BEHAVIOR IN ORGANIZATIONS
ONLINE COURSE – Spring 2008
(January 16th through May 9th, 2008)

Instructor: B. Yasanthi Perera (yperera@nmsu.edu) Phone: 505-646-6847 (during office hours) Email: Use WebCT e-mail Office Location: Guthrie 300-I Office Hours: Tuesday (1 to 2 p.m.), & by appointment.

REQUIRED TEXT:

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, 3rd Ed., by Nelson & Quick. Publisher: Thomson South-Western: 2008. ISBN: **0-324-42302-0**
- Textbook web site: http://websites.swlearning.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&flag=student&product_isbn_issn=9780324423020&discipline_number=416
- **NOTE: USE THIS WEBSITE MATERIAL.** The practice quizzes will help your class performance. PowerPoint slides outlining the chapter material are posted under the “Textbook Chapter Slides” icon on the Mgt 309.M70 homepage.

COURSE OBJECTIVES:

The primary objectives of the course are for students to:

- Develop a solid understanding of basic organizational behavior (OB) concepts;
- Develop an understanding of human behavior, and its influence on groups and organizations;
- Develop skills in problem identification, evaluation, and decision making skills;
- Develop 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:

- 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.

DISTANCE EDUCATION FORMAT & USE OF WEBCT:

This course is being taught entirely via the internet using WebCT. Contrary to some students' expectations, a web-based course takes a significant amount of effort on both the part of the students and the instructor. Participation in this course is not to be taken lightly. Students will be expected to accomplish the equivalent amount of work required for a traditional classroom section. However, because of the distance-learning format, some students may perceive the course to be more intensive than a traditional classroom format.

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.

COURSE DESIGN:

Grading Criteria:

Assignments	Points
16 Quizzes @ 25 points each (lowest quiz grade dropped)	375
3 Case Studies @ 50 points each	150
3 Discussions @ 50 points each	150
Group Project	75
Total Available Points	750

Grade Breakdown:

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

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- Timed; 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: Most 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 workload 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 workloads.

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. 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. 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 cases, 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 and application abilities 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.

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 (or in a virtual setting by reading carefully and asking questions to clarify, any ambiguous or confusing information posted).

- Discussion boards will open approximately 2 weeks prior the due date and close at 9:55 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 four to 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. Each discussion will receive a group grade based on the quality of the final assignment submitted by the group, and each group member will receive an individual

participation grade based on the quantity, but more importantly, the quality of contributions.

SCHEDULE:

Late assignments are not accepted:

- Discussions are due Fridays at 9:55 PM
- Group Project final group submission due Wednesday, May 7th, 9:55PM.
- Cases are due Fridays at 9:55 PM
- Quizzes are due Sundays at 9:55 PM

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.
- If you have or believe you have a disability and would benefit from any accommodations, you may wish to self-identify by contacting the Services for Students with Disabilities (SSD) Office located in Garcia Annex (phone: 646-6840). If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SSD within the first two weeks of classes. It is your responsibility to inform either your instructor or SSD representative in a timely manner if services/accommodations provided are not meeting your needs.

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.

MAKE-UP POLICY:

Because this is a web-based course, particular attention is given to when & how assignments can be submitted. All assignments & quizzes have due dates attached to them, so these are known to the student ahead of time. It is up to the student to manage their workload to get things in on time. However, a student cannot complete & submit all of the work for this course, say, in the first 3 weeks. I will be releasing assignments in plenty of time for them to be completed ahead of the deadline.

Quiz and case timeframes will be more restrictive. They will be open for a very specific period of time during which the student is expected to complete it, unless otherwise indicated.

- Students will be given deadlines for each assignment in this course.
- If you miss a case, or discussion, the score for that particular work assignment will be zero. It is to your advantage to complete all assignments.
- No Make-Up Assignments will be given except under urgent, legitimate, and documented circumstances. If you are away on legitimate, documented university business, then you must provide me with that documentation a week ahead of time; then a make-up time will be scheduled.

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 10th, 2008. The last day to withdraw from the University is Friday, April 18th, 2008.

MGT 309.M70 HUMAN BEHAVIOR IN ORGANIZATIONS – Spring 2008
Preliminary Course Schedule
(Subject to change based on course progress)

Week:	Topics Covered:	Things to do this week (subject to change):
Jan. 16 – Jan. 20	<ol style="list-style-type: none"> 1. Introducing yourselves 2. Course familiarization 3. Syllabus and schedule 	<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"> • Syllabus/ Course Schedule • Guidelines for Group Discussions (in general) <p><u>DISCUSSIONS</u>: Post to the “Introduce Yourself” board.</p> <p><u>QUIZZES</u>: Syllabus Quiz (required, but not graded) due BEFORE turning in ANY other assignment.</p>
Jan. 21 – Jan. 27	<ol style="list-style-type: none"> 1. Organizational Behavior & Opportunity 2. Challenges for Managers 	<p><u>READINGS</u>: Chapters 1 and 2, Nelson and Quick.</p> <p><u>QUIZZES</u>: (2 Quizzes) Chapters 1 and 2, due Sunday, Jan. 27, 9:55 p.m.</p>
Jan. 28 – Feb. 3	<ol style="list-style-type: none"> 1. Personality, Perception, and Attribution 2. Attitudes, Emotions, and Ethics 	<p><u>READINGS</u>: Chapters 3 and 4, Nelson and Quick.</p> <p><u>CASES</u>: Case 1 due by Friday, February 1st, 9:55 p.m. 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>GUIDELINES</u>: If you have not already done so, download and read instructions for Discussion 1 and re-read Guidelines for Group Discussions.</p> <p><u>READINGS</u>: Readings for Discussion 1.</p> <p><u>DISCUSSIONS</u>: Begin posting for Discussion 1.</p>

		<p><u>QUIZZES</u>: (2 Quizzes) Chapters 3 and 4, due Sunday, Feb. 3, 9:55 p.m.</p>
Feb. 4 – Feb. 10	1. Motivation at Work	<p><u>READINGS</u>: Chapter 5, Nelson, and Quick.</p> <p><u>QUIZZES</u>: Chapter 5, due Sunday, Feb. 10, 9:55 p.m.</p>
Feb. 11 – Feb. 17	1. Learning and Performance Management	<p><u>READINGS</u>: Chapter 6, Nelson, and Quick.</p> <p><u>DISCUSSIONS</u>: Discussion 1 final group submission due Friday, February 15th, 9:55PM.</p> <p><u>QUIZZES</u>: Chapter 6, due Sunday, Feb. 17th, 9:55 p.m.</p>
Feb. 18 – Feb. 24	1. Communication	<p><u>READINGS</u>: Chapter 7, Nelson and Quick.</p> <p><u>QUIZZES</u>: Chapter 7, Sunday, Feb. 24th, 9:55 p.m.</p>
Feb. 25 – March 2	1. Work Teams and Groups	<p><u>READINGS</u>: Chapter 8, Nelson and Quick. Readings for Discussion 2.</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>QUIZZES</u>: Chapter 8, due Sunday, March 2nd, 9:55 p.m.</p>
March 3 – March 9	1. Decision Making by Individuals and Groups	<p><u>READINGS</u>: Chapter 9, Nelson and Quick.</p> <p><u>CASES</u>: Case 2 due by Friday, March 7th, 9:55 p.m. 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 9, Sunday, March 9th, 9:55 p.m.</p>

<p>March 10 – March 16</p>	<p>1. Power and Politics</p>	<p><u>READINGS</u>: Chapter 10, Nelson and Quick.</p> <p><u>DISCUSSIONS</u>: Discussion 2 final group submission due Friday, March 14th, 9:55PM.</p> <p><u>QUIZZES</u>: Chapter 10, due Sunday, March 16th, 9:55 p.m.</p>
<p>March 17 – March 23</p>	<p>1. Leadership and Followership</p>	<p><u>READINGS</u>: Chapter 11, Nelson and Quick. Readings for Discussion 3.</p> <p><u>GUIDELINES</u>: Download and read the guidelines for Discussion 3.</p> <p><u>QUIZZES</u>: Chapter 11, due Sunday, March 23rd, 9:55 p.m.</p>
<p>March 24 – March 30</p>	<p>SPRING BREAK</p>	
<p>March 31– April 6</p>	<p>1. Conflict and Negotiation</p>	<p><u>READINGS</u>: Chapter 12, Nelson and Quick. Readings for Group Project.</p> <p><u>CASES</u>: Case 3 due by Friday, April 4th, 9:55 p.m. 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>DISCUSSIONS</u>: Work on Discussion 3 and Group Project Discussion.</p> <p><u>GUIDELINES</u>: Download and read the guidelines for Group Project.</p> <p><u>QUIZZES</u>: Chapter 12, Sunday, April 6th, 9:55 p.m.</p>
<p>April 7 – April 13</p>	<p>1. Job Design and Redesign</p>	<p><u>READINGS</u>: Chapter 13, Nelson and Quick.</p> <p><u>DISCUSSIONS</u>: Discussion 3 final group submission due Friday, April 11th, 9:55PM.</p> <p><u>QUIZZES</u>: Chapter 13, due Sunday, April 13th, 9:55 p.m.</p>

April 14 – April 20	1. Organizational Design and Structure	<p><u>READINGS</u>: Chapter 14, Nelson and Quick.</p> <p><u>DISCUSSIONS</u>: Work on Group Project Discussion.</p> <p><u>QUIZZES</u>: Chapter 14, due Sunday, April 20th, 9:55 p.m.</p>
April 21 – April 27	1. Organizational Culture	<p><u>READINGS</u>: Chapter 15, Nelson and Quick</p> <p><u>DISCUSSIONS</u>: Work on Group Project Discussion.</p> <p><u>QUIZZES</u>: Chapters 15, due Sunday, April 27th, 9:55 p.m.</p>
April 28 – May 4	1. Managing Change	<p><u>READINGS</u>: Chapter 16, Nelson and Quick</p> <p><u>QUIZZES</u>: Chapters 16, due Sunday, May 4th, 9:55 p.m.</p>
May 5 – May 9		<p><u>DISCUSSIONS</u>: Group Project final group submission due Wednesday, May 7th, 9:55PM.</p> <p>Good Luck on your finals!</p>