

MGT309: Organizational Behavior

Course Meets: 6:00-8:30 p.m. Monday Evenings

Classroom: Guthrie Hall 201

Instructor: Dr. Phil Benson

Instructor Contact Information

Office: BC338

Office Hours: Tuesdays 2:00-3:00 p.m. or by appointment

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Course Objective

All organizations involve people, and the dynamic interactions among those people can have a major influence on how well the organization functions. In this course we will discuss the human side of business, focusing on how people impact the organizations of which they are a part.

This course will help you to understand and survive in the day-to-day interpersonal dynamics of an organization. While technical skills are important in career success, it is still the case that most people terminated for cause in the USA are released because of behavioral, not technical, issues.

Textbook

Nelson, D. L., & Quick, J. C. (2008). *Understanding organizational behavior* (3rd ed.). Mason, OH: Thomson/South-Western.

General Policies

Policy on Academic Honesty: 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 outlined in the NMSU Code of Student Conduct.

Cell Phones: The policy is simple—turn them off. As in the business world, cell phones and beepers that go off in class will be viewed as disruptive and a lack of etiquette. Unlike the real world, in class it won’t get you fired.

Policy on Electronic/Information Devices: No communication devices of any form are allowed to be visible during any graded activity. All such devices **must** be placed in a backpack, purse, or pocket, where they cannot be seen, even less be used. If the instructor see you in visible possession of any telephone, palm pilot, laptop, tape recorder, iPod, disk player, or any other device that can be used to store, retrieve, send, or

receive any kind of information, data, or message, it will result in an automatic grade of “F” in the course, without regard to whether the device was in use at the time it was seen or not.

Attendance Policy: Formal attendance will not be recorded during class meetings, but regular attendance is **strongly** encouraged by your instructor. Material on exams will be drawn from assigned readings, and also from class lectures and discussions; students are responsible for material covered in class whether they are in attendance or not. Assignments may be given during class time, and absence does not excuse the student from timely completion of those assignments. Activities done in class are inherently not capable of being made up, and thus any such activity, which carries graded evaluations, is simply missed and not given points for those who miss that class period. In addition, it has been the experience of your instructor that students who miss class on a regular basis usually end up with a failing grade (F) in the course academically, and non-attendance will likely thus result in a poor grade. Attend every class meeting in its entirety.

Disabilities/Employee Relations: 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. Call the Director of Institutional Equity at 505.646.3635 with any questions you may have about NMSU's Non-Discrimination Policy, and also to bring any complaints of discrimination, including sexual harassment.

Student Evaluation and Grading

Students will be graded primarily on two bases. There will be a series of quizzes given ***at the start of every class***, and these quizzes will be a major portion of your grade. The quizzes will cover the lecture from the previous week, and the readings for the current week. Those arriving late for class will have missed the quiz.

A final exam will be given as scheduled by NMSU, and that exam will cover the entire course as presented during the semester.

Each quiz is weighted 20 points, and the highest 10 quizzes will be counted. Thus, quizzes are worth 200 points in total. Because you can drop your lowest two grades, ***no make-ups will be allowed for quizzes***. One in-class activity, graded for 20 points, will also be counted as one quiz grade. The final will be weighted 100 points. The total point value available is thus 300, and final grades will be assigned according to the following scale:

270 points or more	A
240-269	B
210-239	C
180-209	D
179 or less	F

Course Schedule

January 28

Course Introduction. What is Management? Coverage of the nature of management and organizational behavior, discussion of globalization and business, and the critical issues facing organizations in the 21st century.

February 4

Personality, Perception, and Attribution. Coverage of the critical human aspects of people's behavior in organizations, such as how people are alike and different (personality), how people perceive others, and the process of attribution. Quiz 1 and extra in-class activity

Read Chapters 1, 2, 3

February 11

Attitudes, Values and Ethics. The nature of attitudes, with examples such as job satisfaction; work values and their variation; systems of ethical thought as applied to organizations, and implications for individual behavior. Quiz 2

Read Chapter 4

February 18

Motivation. How we define it, theoretical approaches to understanding motivation, and what these theories tell us as practicing managers. Quiz 3

Read Chapter 5, 6

February 25

Communication,. Types of communication, characteristics of effective communication (and listening), Quiz 4

Read Chapter 7

March 3

Work Teams and Groups. The nature of groups and teams, the impact of teams/groups on their members. Quiz 5

Read Chapter 8

March 10

Decisions. Characteristics of decisions, theoretical perspectives on the decision-making process, ways that decision making can become ineffective, issues in group versus individual decisions. Quiz 6

Read Chapter 9

March 17

Power and Politics in Organizations. Theoretical definitions of power, how power is exercised, ethical issues in the use of power. Quiz 7

Read Chapter 10

March 24

Spring Break

Read something fun, no quiz

March 31

Leadership. What it is, why it matters, different types of leadership, and the nature of followership. Quiz 8

Read Chapter 11

April 7

Conflict and Negotiation. The nature of conflict, types and causes, and methods to reduce conflict, including negotiation and the use of alternative dispute resolution techniques. Quiz 9

Read Chapter 12

April 14

Structure of Work and Organizations. How to create work structures that enhance work performance, the nature of jobs, centralized and decentralized organizations, classical and modern forms of work organization and when each form is effective. Quiz 10

Read Chapter 13, 14

April 21

Organization Culture. How workers are socialized into organizations, nature of organizational fit, development of careers in organizations. Quiz 11

Read Chapter 15

April 28

Organizational Change and Development. Creating change, dealing with resistance to change. Quiz 12

Read Chapter 12

May 5

Final Examination: 6:00-8:00 p.m.