

MANAGEMENT 315G HUMAN RELATIONS IN ORGANIZATIONS
6-8:30pm Monday GU 100
Fall 2008

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REQUIRED TEXT: Human Relations: Job-Oriented Interpersonal Skills, 9th edition, by Andrew DuBrin (Be sure to get the 9th edition!) . MATERIALS FEE: \$1.00 payable to instructor.

COURSE OBJECTIVES

- Develop an understanding of human behavior in groups and organizations, 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 understanding
 - personality, learning styles, and motivation;
 - interpersonal interaction and communication;
 - group processes and leadership;
 - organizational processes and structures; and
 - management practices to improve human performance, satisfaction, and productivity at work.
- 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

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 scores, 1 missed/dropped) Group Quizzes (Best 4 of 5 scores, 1 may be missed/dropped) 75 points per quiz, no make-ups except as described below	300 300
Professionalism & Group Work	Professionalism: Attendance*, Participation, Homework, Group work (graded in-class activities)	300
Library Research Project	Outline, Oral & Written Reports, Peer Evaluations, ON TIME! Points deducted for each late day!	100
Workplace Interview	5.5 page paper (optional make-up assignment)	
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 which you will take individually. The top 4 grades will each be worth 75 points, for a total of 300 points toward your 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 in lieu of attendance.
 - **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 minute class session as make-up work. Note: you must write 5-6 pages for a 2.5 hour class missed.
- **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 Tuesday Oct 17. 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.

Library Research Assignment

This class can be applied toward the "Viewing the Wider World" general education requirement. According to University policy, courses in this category "must include an assignment which will require the student to do a detailed literature search involving the use of library facilities." In order to meet this requirement, each member of the class is required to conduct and report on a library search according to the instructions below. All class members must make their choice of topic on or before September 22 and they must write on this topic. The assignment is due on November 10, 2008. A late penalty of 10 points will be assessed for each workday this assignment is late being turned in.

The conduct of your library search will involve several steps and result in the creation of an annotated bibliography on a class-related topic. Completing this assignment will involve several steps. Keep in mind that you can use only resources provided by NMSU, including the electronic databases as well as in-house materials.

- Select a topic from the list provided below (sign up with instructor) or obtain approval from the instructor for an individualized topic. Each student will sign up for one topic and there will be no more than three students per topic. The focus of your library search will be to find information on the topic you choose and use it to create an annotated bibliography.
- Search the library for general materials on the topic you selected. Your bibliography must include exactly six items including at least one item from four of the following five categories:
 - A book (whole, part, chapter), NO TEXTBOOKS,
 - A newspaper or magazine article (e.g., Wall Street Journal, Business Week, Newsweek, NY Times, etc.),
 - A scholarly journal article (e.g., Academy of Management Review, Journal of Management, California Management Review, etc.),
 - A government document or publication of a national or international agency, and
 - A book review.
- There is no limit on the number of references taken from electronic sources such as Proquest or First Search. If you are in doubt, ask at the reference desk at either library. Also include in your bibliography the Internet address for any webpage citation (e.g., <http://business.nmsu.edu/mgt>). You must make sure that the link is active, and that the article or source will appear if I use that link.
- Read & take notes on each item, noting its main points and relevance to organizational behavior/human relations in organizations.
- Prepare the annotated bibliographic citation of each item. Consult the American Psychological Association (APA) style manual for a reference format; you may also read a copy of the Academy of Management Review to see examples of APA format.

- Write one paragraph summarizing the reading, followed by one or two paragraphs describing and commenting on the content of the reading & how it relates to a topic in this class or the textbook.
 - Identify the topic you are studying in the title page for your annotated bibliography.
 - The bibliographic citations may be single-spaced.
 - The summary and commentary for each item should be single-spaced.
 - Try to fit your bibliographic citations, summary and commentary for a single reading on 1 page, meaning that your report should be at least four pages (one for each source).
 - At the beginning of each summary, clearly identify which of the categories it fits into (book, journal articles, etc.).
 - Different types of items will require different methods of citation. Follow the style manual carefully and be consistent.
- All sources must be published since January 1998.
 - Your report must be typed and is not to exceed seven pages in length (including the title page), excluding the next point...
 - For each of your literature search items, you must provide evidence that you actually found the item in the NMSU library. In most cases a photocopy of the title page or the first page of an article will be sufficient evidence. These should be neat and attached to the back of your written report, in the same order they were reviewed in the report. For electronic sources, the first page of the printout can be included & must read "Full Text" to be accepted. (These appended pages are in addition to the 7 pages described above.)
 - Assemble your report in the following order:
 - Title page
 - Bibliographic citations with summary and comments
 - Photocopied evidence

Do not use plastic report covers. Simply staple your report together at the upper left corner.

The library assignment report is due in class on Nov 10. There is a late penalty for assignments that are not turned in on time (10% per day). The literature search report counts for 100 points. Grades will be based on the content and form of the report (guidelines to be provided). Be careful to follow the instructions carefully, be concise and correct in your writing, and follow your style manual carefully. Ask the instructor about anything that is not clear to you. PAPERS WRITTEN FOR OTHER COURSES, INCLUDING TERM PAPERS, ARE NOT ACCEPTABLE FOR THIS ASSIGNMENT. Several copies of very good projects will be made available for you to review.

Please take note of the Academic Misconduct section earlier in the syllabus. Any bogus citations, plagiarized work, or other violations of the academic conduct code will result immediately in a 0 on the assignment, failure of the course, and will be subject to further disciplinary action.

POSSIBLE LIBRARY ASSIGNMENT TOPICS	
<ul style="list-style-type: none"> • Bullying and violence in the Workplace • Problems in Family Owned Businesses • Storytelling Skills for Business Leaders • Employee Ownership-Does It Improve Management and Performance? • Organizational Politics - Gaining & Using Power in Organizations • Social Accountability International 8000 - What is it & Does it Really Work? • Communication in Different Cultures • Leadership in Different Cultures • Involving Employees in Decision Making in Organizations • Intrapreneuring in Organizations <ul style="list-style-type: none"> • Group/Team Development - Are There Really Stages? • Bottom of the Pyramid: Business Approaches to Alleviating Poverty • Laughter as a Management Tool • Navajo Peacemaking as a Conflict Resolution Method for Business • Followership: Path to Success? • Politeness and Civility at Work • How to Get Promoted • Male-Female Differences in Communication and Teamwork 	<ul style="list-style-type: none"> • Intrinsic Motivation & Extrinsic Rewards - Do They Go Together? • Outdoor Adventures for Team Building in Organizations • Are Semi-Autonomous/Self Managed Teams Really Productive? • Virtual Teams - Problems & Possibilities • Creative Problem Solving Approaches for Organizations • Mentoring in Organizations • Getting that first “real” job for your chosen career • Punishment in Organizations - Is it Good, Bad or Necessary? • How Do You Motivate Teams? • Gossip and the Grapevine in the Internet Age at Work • Approaches to Cross-Cultural Management • Managing Diversity in Organizations <p>Your Own Topic Approved by Prof.</p>

TENTATIVE COURSE SCHEDULE: MANAGEMENT 315G Section 01 Mondays 6-8:30		
DATE	TOPIC	ASSIGNMENT DUE THIS DAY
8/25 A	Introduction; Interpersonal Skill Development	Learning From Experience
8/25 B	Myers Briggs; Intro to Service Proj.	Ch 1 & 2 ; Form teams
9/1	LABOR DAY HOLIDAY Deadline to ADD: Wednesday Sept. 3	Holiday
9/8 A	Ind. Differences; Form Learning Teams	Team From Hell Exercise;
9/8 B	Library Research Project Assignment	Research Project
9/15 A	QUIZ	Quiz #1 ch 1 & 2
9/15 B	Enhancing Ethical Behavior; Ethics & Teams	Ch 13
9/22 A	Motivation	Ch 9; Research Topic Sign-up
9/22 B	Motivation	Case/Exercise
9/29 A	Ethics & Motivation Review; Team Feedback	Review ch 9 & 13
9/29 B	QUIZ	Quiz #2 ch 9 & 13
10/6 A	Communication	Ch 3
10/6 B	Communication and Teamwork	Ch 3 & 4; Feedback Day
10/13 A	Teamwork	Ch 4
10/13 B	QUIZ; LAST DAY TO DROP Wed Oct 15!	QUIZ #3 , Ch 3 & 4
10/20 A	Helping Others Develop and Grow	Ch. 10; Project Update
10/20 B	Helping Others Develop and Grow; Politics	Ch. 10 & 11
10/27 A	Positive Political Skills	Ch 11
10/27 B	QUIZ	Quiz #4, Ch 10 & 11
11/3 A	Effective Leaders and Followers	Ch 8
11/3 B	Effective Leaders and Followers	Ch 8; Exercise
11/10 A	Library Research Papers DUE	Papers DUE
11/10 B	Conflict Handling	Ch 7; Film/Speaker /Exercise
11/17	Conflict Handling Exercise	Ch 7; Win-As-Much-As-You-Can
11/17 A	QUIZ	Quiz #5 Ch 7 & 8
11/24-28	Thanksgiving Holiday	Thanksgiving Holiday
12/1 A	Job Search & Career Management Skills	Ch 15; Career Mgmt Skills Ex.
12/ 1 B	Integration of topics; BONUS POINTS DAY	BONUS POINTS DAY
12/8-12	EXAM WEEK (Final Quiz is OPTIONAL)	OPTIONAL final quiz on ch 15
	HAPPY HOLIDAYS!	Opt. Final Monday 6-7pm GU 100