

Organizational Behavior and Management Processes

MGT 503.M71

Fall 2008

Tuesday 5:30 – 8:00

White Sands Missile Range

Course Syllabus

Instructor Information:

Steven M. Elias, Ph.D.

Office: 215 Guthrie

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Office hours: Wed. 5:00-6:00 (NMSU); Tues. 5:00-5:30 in courtyard (WSMR); By appt.

Required Textbooks:

1. Robbins, S.P., & Judge, T.A. (2008). *Essentials of organizational behavior* (9th ed.). NJ: Pearson.
 2. Seijts, G.H. (2006). *Cases in organizational behavior*. CA: Sage.
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Course Objectives:

In this course we will examine the basic nature of human behavior in organizations, and the fundamental issues, theories, and processes required to properly manage and direct such behavior for the attainment of organizational goals and objectives. The course is an entry for graduate level students interested in management and administration, and although the primary focus will be on business organizations, there will be much of the course content that is also relevant for those students interested in managing non-profit organizations, government agencies, NGOs, and other forms of human organizations.

To properly understand human behavior in organizational settings, it is necessary to go beyond mere “textbook” knowledge and instead delve into fundamental issues on a more practical level. Thus, this course will include some classroom lecture, but will also require students to participate in a variety of in-class activities, *especially* case discussions. However, *students are responsible for all of the materials presented in the assigned readings.*

Attendance:

For learning to take place in a course such as this one, it is critical that students attend the course regularly. In-class activities are (surprise...surprise) completed in-class and there is no appropriate way for a student to “make up” such activities when missed. Thus, unless there is a documented reason (see next paragraph), there will be no make-up opportunities for in-class work.

Exams:

There will be two exams during the semester. These exams will be comprised of both multiple choice and essay questions. Each exam will be worth 30% of your final grade (60% overall).

DO NOT MISS THE EXAMS! If you do need to miss an exam for a documented reason (e.g., university related business, TDY, severe illness, etc.), you **must** notify me **prior** to the exam (phone, voicemail, or email) or you will earn a **zero** for that exam. *No exceptions.*

Case Analyses (Seijts text):

There will be six cases discussed in class, each of which will be worth 5% of your final grade (30% overall). Note that for each case, there are questions in the text. The case book is organized into four sections, and each starts with a discussion of information critical to the cases (please read this as part of your preparation), and a series of questions for each case along with a very brief summary of each case. Your written assignment for each class meeting is to prepare answers to the questions given for each case. For example, the Daimler-Chrysler case is found on pages 190-192. On page 183, in the opening to the cases on change management, there is a synopsis and two questions. These are the questions for which you should prepare answers in getting ready for class discussion of this case. The same approach should be used for each case, and these will form the basis of your written case analyses. Your written case analyses will be submitted through WebCT. The due date and time for each case is listed below in the tentative schedule. It is essential that you come to class ready to discuss the assigned cases.

If you are unfamiliar with the case method, do not fear. We will discuss learning with cases in the very near future!

Identifying OB Principles & Concepts in the Popular (Business) Press:

Perhaps one of the more difficult aspects of this course will be for students to be able to apply what they learn in the classroom to the business world. While the analysis and discussion of cases will aid in this process, it will also be beneficial for students to read the popular business press while attempting to determine what OB principles and concepts are relevant to a given article. In order to foster such reading, students will keep a popular press journal during the semester, which will be turned in on November 18. This journal will be comprised of eight entries, each of which should include a copy of the article and a one page explanation of what OB topic(s) is relevant to the article's content. This popular press journal will account for 10% of your final grade. **This journal should be completed throughout the semester, while we are discussing the OB principles and concepts, rather than well-after the topics have been discussed (e.g., November 18th).*

Students do not need to subscribe to any magazines, newspapers, or etc. to complete the journal. Most popular press business outlets have content rich websites, in addition to print versions typically being available at the library. Here are a few websites to consult, but please be aware that this list is *far* from exhaustive:

<http://businessweek.com/>

<http://www.portfolio.com/>

<http://online.wsj.com/public/us>

<http://www.economist.com/>

<http://money.cnn.com/magazines/fortune/> (I'd recommend using the "management" link)

<http://www.forbes.com/>

Video Cases:

In class, we will watch and discuss numerous video cases of prominent leaders discussing issues of relevance to multiple OB topics. While participation in these discussions will not directly impact your grade, your grade will indirectly be impacted in that the material discussed will be addressed on your exams.

Evaluation:

Two exams @ 30% each	= 60%
Six cases @ 5% each	= 30%
Popular Press Journal	= 10%
<hr/> Total	<hr/> = 100%

90% to 100% = A

80% to 89% = B

70% to 79% = C

60% to 69% = D

Below 60% = F

WebCT:

Please make sure you are properly enrolled at the WebCT homepage <https://salsa.nmsu.edu/>. This course will use WebCT for the posting of a limited amount of information relevant to this class. In addition, your assignments pertaining to cases will be turned in via WebCT. As a result, if your assignments are not turned in before they are due, WebCT will not accept them. Again, WebCT is a *supplemental* tool for this course. This is not an online class. The majority of information covered in this class (e.g., video cases) will not be posted on WebCT.

Students With Disabilities:

If you have (or believe you have) a disability and would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at <http://www.nmsu.edu/~ssd/index.html>.

Academic Misconduct:

Students should familiarize themselves with the NMSU Student Code of Conduct (Section 2 of the NMSU Student Handbook). Any violation of the Student Code of Conduct (e.g., plagiarism, cheating, etc.) will result in the student receiving a grade of "F" in this course. If you do not have a Student Handbook, this information is available at the following web address: <http://www.nmsu.edu/~vpsa/SCOC/intro.html>.

If you are unsure of whether or not your work would be considered plagiarism, please visit the following web address: <http://lib.nmsu.edu/plagiarism/>.

Tentative Schedule

Date	Readings, Video Cases, Cases, Assignments, and Exams
August 26:	<i>Chapter 1</i> – Introduction to Organizational Behavior <i>Video Case</i> – Power Challenge, Dena Braeger, Captain, U.S. Army
September 2:	<i>Chapter 2</i> – Foundations of Individual Behavior <i>Video Case</i> – Herb Kelleher, Chairman, Southwest Airlines
September 9:	<i>Chapter 3</i> – Personality and Values <i>Video Case</i> – Dealing with a Technical Prima Donna, Brian NeSmith, CEO, Blue Coat
September 16:	<i>Chapter 4</i> – Perception and Individual Decision Making
September 23:	<i>Chapter 5</i> – Motivation Concepts <i>Chapter 6</i> – Motivation: From Concepts to Applications <i>Video Case</i> – Gordon Bethune, CEO, Continental Airlines <i>Case</i> – Jinjian Garment Factory: Motivating Go-Slow Workers (<u>Seijts pgs. 30 – 35; Submit to WebCT before 11:55 pm on 9/22</u>)
September 30:	<i>Chapter 7</i> – Emotions and Moods
October 7:	<i>Chapter 8</i> – Foundations of Group Behavior <i>Chapter 9</i> – Understanding Work Teams <i>Case</i> – The Leo Burnett Company Ltd.: Virtual Team Management (<u>Seijts pgs. 161 – 175; Submit to WebCT before 11:55 pm on 10/6</u>)
October 14:	Mid-Term Exam
October 21:	<i>Chapter 10</i> – Communication <i>Case</i> – Intel in China (<u>Seijts pgs. 77 – 84; Submit to WebCT before 11:55 pm on 10/20</u>)
October 28:	<i>Chapter 11</i> – Leadership <i>Video Case</i> – Anne Mulcahy, CEO, Xerox
November 4:	<i>Chapter 12</i> – Power and Politics <i>Video Case</i> – Taking Charge, John Abbott, CEO, Yoga Journal
November 11:	<i>Chapter 13</i> – Conflict and Negotiation <i>Video Case</i> – Gaining Commitment, Bill Campbell, Former CEO, Intuit <i>Case</i> – Eprocure – The Project (<u>Seijts pgs. 126 – 132; Submit to WebCT before 11:55 pm on 11/10</u>)

- November 18: *Chapter 15 – Organizational Culture*
Case – OP4.com: A Dynamic Culture (Seijts pgs. 43 – 52; Submit to WebCT before 11:55 pm on 11/17)
DUE: Popular Press Journal (Bring to class)
- November 25: No class – Thanksgiving Break
- December 2: *Chapter 16 – Organizational Change and Development*
Case – Deloitte & Touche: Integrating Arthur Anderson (Seijts pgs. 222 – 230; Submit to WebCT before 11:55 pm on 12/1)
- December 9: **Final Exam**
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