

MANAGEMENT 309. M02 - HUMAN BEHAVIOR IN ORGANIZATIONS

At 11:30-12:20 on M W F in BC 103  
Fall 2009 – August 21<sup>st</sup> – December 11<sup>th</sup>

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Office Hrs: M W F 12:30 – 13:30

& by appointment

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*REQUIRED TEXT:*

- Understanding Organizational Behavior, 3<sup>rd</sup> Ed., by Nelson & Quick. Publisher: Thomson South-Western: 2008. ISBN: **0-324-42302-0**
- Text web site: [http://websites.swlearning.com/cgi-wadsworth/course\\_products\\_wp.pl?fid=M20b&flag=student&product\\_isbn\\_issn=9780324423020&discipline\\_number=416](http://websites.swlearning.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&flag=student&product_isbn_issn=9780324423020&discipline_number=416)

*COURSE OBJECTIVES:*

Do you love yourself enough to engage in an exciting journey of self exploration? Get to know more about yourself and how you tick. This includes venturing into both conscious, self-awareness available to introspection and unconscious cognitive processes unavailable to introspection.

By understanding yourself you will better understand others' behavior and its implications for the organization.

Do you want to discover which established theoretical lenses are utilized to explain behavior in organizations? This aspect of the learning involves fundamental theories of OB in order to enhance your knowledge and understanding of individual and group behavior and the implications for organizational effectiveness.

Through a firm theoretical foundation and enhanced self-awareness you will be in a position to develop interpersonal and problem-solving skills, engage in effective decision-making, demonstrate knowledge of diversity and understand what it takes to be an effective leader or team-member.

Do you want to form a team of consultants, a team of grand theorists or a team of cultural anthropologists? The choice is yours! (These are not necessarily mutually exclusive). This endeavor will involve a team project.

- Do you prefer to act as a consultant and examine how well members and their organizations apply theoretical OB models or how functional/dysfunctional their behavior is relative to theory learned in class. The objective here is to apply the knowledge you discovered in the course by assessing how OB principles play out in a real organizational setting.
- Alternatively create your own behavioral theories from scratch about how the organizational world works based on your own observations.

- Finally, you may wish to analyze the culture of your chosen organization. This exciting endeavor may be based on a thorough inquiry using Schein’s 3 levels of culture.

**COURSE DESIGN:**

**Grading Criteria:**

Assignments	% of total grade
4 multiple choice assessments	40
Participation and presentations	30
Team project	20
Written summaries of articles	10

**Grade Breakdown:**

Grade	Point Range
A	90 – 100%
B	80 – 89%
C	70 – 79%
D	60 – 69%
F	59 or less

**Multiple choice assessments:** any missed multiple choice assessments without a doctor’s note can be made-up during the two hours allotted for a final **cumulative** assessment during the final exams week. Moreover, in case you want to improve your grade, the cumulative optional final grade can be used to replace any or all of the 4 previously taken tests. Thus, the final cumulative exam score (if higher) can be used to replace any or all of the lower test scores.

Happily, there is also an opportunity to boost the individual multiple choice assessment grades with a team multiple choice assessment that will be held immediately after the individual assessments. In this instance, the individual and the group score will be averaged for each individual, with a maximum gain over individual grades of as much as 10% !!! During the final cumulative assessment there is no possibility for team collaboration so make the best of the opportunities given to keep up excellent grades so that you do not have to take a cumulative exam without assistance from your team.

Please bring pencils and Scantrons to the class for assessments.

**Participation and presentations:** participation represents an opportunity to clarify your understanding of concepts, raise any relevant issues that you feel may contribute to our dialogue, challenge any points raised with cogent reasoning and complement any arguments or comments articulated by others. In addition, teams will often be challenged by the instructor to hand in at the end of the class session a brief written *participation note* relating their members’ experience with one of the day’s topics or provide a well argued opinion or answer to a relevant question.

Presentations of articles and project work will provide you with the opportunity to elucidate your understanding of concepts and practice communication skills. These will be graded as a team effort with team representatives for small presentations (such as presentation of articles) and with all team members presenting the group project.

All the weekly articles must be read by all members, every weekly article should be prepared to be presented by at least 1 member of each team. And every team member must be ready to present an article. Presentation duration of an article should not exceed

10 minutes. Different team members are to present each week so that all people will get their chance to shine.

Everyone starts with an “A” in participation (30% of the grade!) and is responsible for keeping their grade at this high standard. Reasons that may lower your perfect score: not showing; not handing in a written participation note; not being ready to present; presenting something that clearly shows you have not studied the material thoroughly (reading it is not enough!); not participating (bashfulness and sitting in silence not only hinders your own development but also the growth of your colleagues). Simply stating that you agree or disagree with something without supporting your opinion does not count as participation; you must support and elaborate your opinions.

**Team project:** your team must convene and reach consensus about which of the following three alternatives is most desirable for all members.

The consultant’s project is an opportune occasion to experiment with the OB knowledge acquired and adopt the role of a consultant who diagnoses whether an organization and its members apply theoretical OB principles effectively or ineffectively. What consequences favorable or unfavorable does this have on behavior of organizational members and other stakeholders? What should be done to rectify the situation or what should be admired and left intact in the system?

Alternatively, the grand theorist project will provide members complete autonomy to be inquisitive and creative. You can begin by observing an organization without preconceived theories of what behavior or policies are functional or dysfunctional and document behavior, policies and norms and attempt to track the consequences of the resultant behavior. Now you can allow your creative side to concoct behavioral theories based on the evidence collected and even generate your own hypotheses to test.

Finally, the cultural anthropologists’ team may examine their chosen organization’s culture using Schein’s conceptual 3 level model of artifacts, values and even underlying preconscious cultural assumptions (if you are clever enough to decipher these riddles!)

You may use any organization for your study that is convenient for you. Methods of data collection are also up to you and among others may include observation, interviews, questionnaires, critical incidents etc. The raw data and other material will also be collected for grading with the final completed product of your discoveries. The finished product should be a concise report of the purpose (more important for the consultant paper), methods, findings and conclusions & implications. The paper should not exceed 20 double spaced pages.

Remember, establishing Standards of Excellence, setting yourself challenging goals and reaching consensus on a project that is interesting and enjoyable for all members could mean an opportunity to publish your findings in a journal. If team members have such ambitious goals they must obtain approval from the Human Subjects Committee.

**Article summaries:** each member of the group will prepare an article summary every week that should not be more than a single side of a page, double spaced with the main 1, 2 or 3 points (depending on the article) made by the author(s). The points should be

paraphrased from the original text and care should be taken not to plagiarize. Pretend that you are explaining the article to an intelligent colleague who is not currently studying OB. Plagiarism not only represents a serious offense according to NMSU policy but will also hamper your ability to process and understand the material on a deeper level. Each group will decide autonomously how the articles will be distributed to members. All articles must be read by all members, each article should be summarized by at least 1 member of the team. The summaries will serve as revision sheets for the multiple choice assessments so do a good job so that your team-mates benefit from your conscientiousness.

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### *COURSE SCHEDULE:*

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- week 1: Introductions on Friday August 21<sup>st</sup>.
- week 2: Challenges for managers
- week 3: Personality perception and attribution
- week 4: Attitudes and emotions
- week 5: Motivation at work
- week 6: Learning and performance management
- week 7: Organizational culture & international management
- week 8: Communication
- week 9: Work teams and groups
- week 10: Decision making by individuals and groups
- week 11: Power and politics
- week 12: Leadership and followership
- week 13: Conflict and negotiation
- week 14: Thanksgiving holiday
- week 15: Job design and organizational design.
- Week 16: Managing change
- Week 17: Finals week.

On Monday of weeks 6, 9, 12 & 16 we celebrate new knowledge acquisition with multiple choice assessments.

Article presentations on Fridays.

Cumulative final assessment if required will take place on finals week along with team project presentations. Time and place will be announced as time draws near.

### ***CLASSROOM ETIQUETTE:***

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Kindly respect the following requests:

Cell phones, pagers, or any other electronic devices should be turned off & put away before the start of class. If you need to use them, please wait until class is over.

If you come in late to class due to a circumstance beyond your control, please do so quietly. If you must leave early on occasion, inform the instructor at the beginning of the class & sit near the door. These guidelines should help to minimize interruptions, and they will be facilitated if students will leave a few seats nearest the door unoccupied.

Please do not take restroom or cigarette breaks during class -- do that before class. It is very disruptive to have people getting up, leaving & coming back during the class.

Please, no eating food in the classroom (can be distracting to others). Beverages are o.k.

Please WAIT until class is dismissed before you gather up your things to leave.

### ***ADMINISTRATIVE POLICIES:***

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### **DISABILITIES/ EMPLOYEE RELATIONS:**

**DISABILITIES/EMPLOYEE RELATIONS:** 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.

If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss any concerns with the instructor and/or Michael Armendariz, SSD Coordinator. Feel free to call Mr. Gerard Nevarez, Director of Institutional Equity and EEO/ADA Office at 646-3635 with any questions about the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

### **EXAM MAKE-UP POLICY:**

All make-up exams will be given during Finals Week.

### **INCOMPLETES (“I” Grades):**

“I” grades are 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 (October 15). Requests for "I" grades should be made to the instructor, but must be approved by the head of the Department of Management.

### **WITHDRAWALS:**

Students are responsible for being aware of important academic dates such as University drop dates. Moreover, it is the student's responsibility to officially withdraw from any class that he or she intends to drop.