

**MANAGEMENT 309.04 HUMAN BEHAVIOR IN ORGANIZATIONS**  
**2:30-3:45 M-W GU 101**  
**Spring 2009**

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 1-2pm M-T-W;  
 & by appointment

**REQUIRED TEXT:** Understanding Organizational Behavior, 3rd Ed., Debra Nelson and James Campbell Quick, South-Western: 2005. **ALSO REQUIRED:** \$1 materials fee.

**COURSE OBJECTIVES**

1. Develop an understanding of human behavior in groups and organizations, with increased
  - a. ability to address performance issues, both with individuals and groups
  - b. willingness to work in groups
  - c. skills in managing conflict situations
2. Develop skills in problem identification, diagnosis, & decision making in problem situations
3. Develop frameworks for analysis of human performance in organizations, including
  - a. personality, learning styles, and motivation;
  - b. interpersonal interaction and communication;
  - c. group processes and leadership;
  - d. organizational processes and structures; and
  - e. management practices to improve human performance, satisfaction, and productivity at work.
4. Increase self-awareness of personal working behaviors, styles, and preference
5. Use self-awareness as a stepping stone to understanding others' working behaviors, styles, and preferences
6. Understand how stereotyping, attribution theory, and other dynamics affect both individuals and groups from diverse backgrounds.

**GRADING - Attendance is very important!!**

PRODUCT	CRITERIA	POINTS	GRADING SCALE
QUIZZES	Individual Quizzes (Best 4 of 5 scores, 1 missed/dropped)	300	A = 90-100 B = 80-89 C = 70-79 D = 60-69 F = below 60
	Group Quizzes (Best 4 of 5 scores, 1 may be missed/dropped)	300	
	<b>No make-ups</b> except as described below		
Professionalism & Group Work	Professionalism: Attendance*, Participation, Homework, Group Work	300	D = 60-69
Team Service Project	6W's, Oral & Written Reports, Peer Evals, ON TIME!	100	F = below 60
NOTE	You may be DROPPED from your team for 3 unexcused absences, doing other work in class, lateness, and/or other unprofessional behavior! (If dropped, your ind quiz scores will count for group.)		.5 is rounded up
<b>TOTAL</b>	(Points WILL BE deducted for lateness of any assignment!)	1000	i.e. 89.5 = A- 89.4 = B+

\*See Attendance Policy at the end of this document. NOTE: Even if your absence is EXCUSED you must still do MAKE-UP work to earn back the points you missed due to your absence. Unexcused absences are NOT permitted to do make-up work.

## 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, each taken individually as well as taken as a team points, for a total of 600 points toward your grade. (See Team Grades for more details, below.) 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:** Immediately after the individual quiz, teams will take the quiz as a team. Both scores count equally. Each quiz is worth 75 points, with one score (your lowest quiz score) dropped. Thus 4 of 5 quizzes at 75 points per quiz = 300 points for individual quizzes, and another 300 points for the team quizzes. **HOWEVER**, you may **DROPPED** from your team for lack of professionalism (see below), in which case your individual grades would count for both individual and team quiz grades.
- **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 as make-up work.
- **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 Monday March 9. 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.

<b>TENTATIVE COURSE SCHEDULE - MANAGEMENT 309 Section 03</b>		
<b>DATE</b>	<b>TOPIC</b>	<b>ASSIGNMENT DUE THIS DAY</b>
8/24 M	Introduction to course; What's Your Story?	
8/26 W	Myers-Briggs Questionnaire <b>Last day to add: Tues Sept 1</b>	Ch. 2; Personality Questionnaire p. 89
8/31 M	Personality; Form Teams	Ch.3
9/2 W	Perception, & Attribution	Ch. 3
9/7 M	LABOR DAY HOLIDAY	<b>HOLIDAY</b>
9/9 W	QUIZ	<b>Ind QUIZ #1 on ch. 3; Team Quiz</b>
9/14 M	Team Feedback; Team From Hell; Ethics Ex.	Ch 4; Service Project Update
9/16 W	Attitudes, Values, Ethics: Individuals & Teams	Ch. 4; Ex: Shipwrecked!
9/21 M	Values Exercise; Intro to Motivation	Ch 5; Ex: Ethics, Values, & Inequity
9/23 W	Motivation	Ch. 5; Review Ch 4 & 5
9/28 M	QUIZ	<b>Ind Quiz#2 ch 4 &amp; 5; Team Quiz</b>
9/30 W	Team Feedback/Evals; Team Communication	Ch 7 Communication
10/5 M	Male-Female Communication;	Ch.7;
10/7 W	Teamwork; Team Evals; Service Proj. Update	Ch 8
10/12 M	Team Competition Ex	Ch 8 Last Day to Drop: Wed 10/14
10/14 W	QUIZ; Mid-Term Review	<b>Quiz #3 ch 7&amp;8; Team Quiz</b>
10/19 M	Decision-Making; Seven Directions exercise	Ch 9; Creative P.S. Exercise
10/21 W	<b>Present Service Projects</b>	<b>Service Project Reports DUE</b>
10/26 M	Positive Political Behavior	Ch 10; Political Blunders Ex.
10/28 W	Positive Political Behavior	Ch 10; Film/Exercise
11/2 M	QUIZ	<b>Quiz #4 ch 9 &amp; 10; Team Quiz</b>
11/4 W	Leadership & Followership	Ch 11; Film/Speaker/Exercise
11/9 M	Leaders and Followers	Win-As-Much-As-You-Can Ex.
11/11 W	Conflict; Navajo Peacemaking	Ch 12; Film/Exercise
11/16 M	Thomas-Kilmann Conflict Handling Modes	Ch 12; Questionnaire/Ethics Ex.
11/18 W	QUIZ	<b>Quiz #5 Ch 11 &amp; 12; Team Quiz</b>
11/23- 11/27	THANKSGIVING HOLIDAY	HOLIDAY
11/30 M	Observing and Diagnosing Org. Culture	Ch 15; Film: ButtonWar; Initiations
12/2 W	Concept Integration Day (Bonus Points!)	<b>Bonus Points Day! Film/Exercise</b>
12/7- 12/11	FINAL EXAM (OPTIONAL) on Ch 15 & 16	Ch 15 & 16
	<b>HAPPY HOLIDAYS!</b>	