

Organizational Behavior and Management Processes

MGT 503

Fall 2009

Course Syllabus

Instructor Information:

Steven M. Elias, Ph.D.

Office: 215 Guthrie

Phone: 646-7642

Email: selias@nmsu.edu

Office hours: Tuesday & Thursday 1:00 – 2:00, by appointment, or virtual

Required Textbooks:

1. Robbins, S.P., & Judge, T.A. (2010). *Essentials of organizational behavior* (10th ed.). NJ: Pearson.
2. Seijts, G.H. (2006). *Cases in organizational behavior*. CA: Sage.

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 traditional “lecture” material, but will also require students to participate in a variety of activities, *especially* case discussions. However, *students are responsible for all of the materials presented in the assigned readings.*

Class Format

This course is being taught 100% on-line. Aside from your textbook, all of the course materials and discussions will be presented in an electronic format. Likewise, all of your assignments will be turned in, and your exams will be taken, on-line. Please pay close attention to the course schedule because assignments, exams, and discussions will be released and closed at specific times. It is best to complete your work early. Unless arrangements are made in advance, late work/exams will not be accepted. *Technical difficulties are no excuse for late work.* Should you experience technical difficulties, please contact the ICT Help Desk at help@nmsu.edu or 646-1840.

Graded Components of the Course

Roster Information

On the left side of your screen, you should see a link for the roster. Put in as much information about yourself as you would like, but please do put something informative. Given the fact that this is an on-line class, providing a little information about yourself will make things a little more personal for everyone. To emphasize how important I feel it is for you to enter your info into the roster, doing so will count toward your grade in the class.

Exams:

There will be three exams during the semester. These exams will be comprised of both multiple choice and essay questions. In addition to covering material from your text, exams will also include material from videos and ancillary materials. See the schedule below, or the Blackboard calendar, for the dates and times exams will be available. One hour and thirty minutes will be allotted for each exam. **You may not use any resources** (e.g., your book, chapter summaries, PowerPoint slides, the internet, etc.) **while taking the exams**. Doing so would be considered academic misconduct (see below).

Case Analyses (Seijts text):

There will be six case analyses completed during the semester. 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 case 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. The same approach should be used for each case, and these will form the basis of your written case analyses. The due date and time for each case is listed below. A grading rubric will be available on Blackboard so you will be informed of exactly how cases will be graded.

Video Cases:

We will watch numerous video cases of prominent leaders discussing issues of relevance to multiple OB topics. Intently watching these videos is important given your grade will indirectly be impacted in that the material discussed will be addressed on your exams.

Evaluation:

Roster Information	10 points
Three exams @ 50 points each	150 points
Six cases @ 25 points each	150 points
Total Points Possible	310 points

279 points and above	A
248 points – 278 points	B
217 points – 247 points	C
186 points – 216 points	D
Less than 186 points	F

Students With Disabilities:

If you have (or believe you have) a disability and would benefit from certain 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. This is a *zero tolerance* policy. 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/>.

Incompletes (“I” Grades)

The grade of “I” is 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. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

Tentative Schedule

Week of	Readings, Cases, and Exams
August 17:	<i>Chapter 1</i> – Introduction to Organizational Behavior
August 24:	<i>Chapter 2</i> – Personality and Values
August 31:	<i>Chapter 3</i> – Perception and Individual Decision Making
September 7:	<i>Chapter 4</i> – Job Attitudes
September 14:	<i>Chapter 5</i> – Motivation Concepts <i>Chapter 6</i> – Motivation: From Concepts to Applications <i>Case</i> – Jinjian Garment Factory: Motivating Go-Slow Workers (Seijts pgs. 30 – 35; Submit to Blackboard before 11:30 pm on 9/18)

- September 21: *Chapter 7 – Emotions and Moods*
EXAM 1 – Open Thursday (9/24 @ 12:30 am) and Closed Friday (9/25 @ 11:30 pm)
- September 28: *Chapter 8 – Foundations of Group Behavior*
- October 5: *Chapter 9 – Understanding Work Teams*
Case – The Leo Burnett Company Ltd.: Virtual Team Management
(Seijts pgs. 161 – 175; Submit to Blackboard before 11:30 pm on 10/9)
- October 12: *Chapter 10 – Communication*
Case – Intel in China
(Seijts pgs. 77 – 84; Submit to Blackboard before 11:30 pm on 10/16)
- October 19: *Chapter 11 – Leadership*
- October 26: *Chapter 12 – Power and Politics*
EXAM 2 – Open Thursday (10/29 @ 12:30 am) and Closed Friday (10/30 @ 11:30 pm)
- November 2: *Chapter 13 – Conflict and Negotiation*
Case – Eprocure – The Project
(Seijts pgs. 126 – 132; Submit to Blackboard before 11:30 pm on 11/6)
- November 9: *Chapter 14 – Foundations of Organization Structure*
- November 16: *Chapter 15 – Organizational Culture*
Case – OP4.com: A Dynamic Culture
(Seijts pgs. 43 – 52; Submit to Blackboard before 11:30 pm on 11/20)
- November 23: Thanksgiving Break
- November 30: *Chapter 16 – Organizational Change and Development*
Case – Deloitte & Touche: Integrating Arthur Anderson
(Seijts pgs. 222–230; Submit to Blackboard before 11:30 pm on 12/4)
- December 7: **Final Exam** – Open Monday (12/7 @ 12:30 am) and Closed Tuesday (12/8 @ 11:30 pm)