Organizational Behavior and Management Processes  
MGT 503  
Spring 2012  
Course Syllabus

Instructor Information:  
Dr. Steven M. Elias  
Office: 220 Business Complex  
Phone: 646-1201  
Email: selias@nmsu.edu  
Office hours: Tuesday and Thursday 8:30 AM – 9:30 AM

Teaching Assistant Information:  
Mr. Chet Barney  
Email: chet@nmsu.edu  
Please copy Mr. Barney on all correspondences regarding grades.

Required Textbooks:


Learning Objectives:
- Develop an understanding of human behavior in groups and organizations.  
- Develop skills in human relations and decision making in the workplace.  
- Develop an understanding of the management of a diverse workforce.  
- Develop an understanding of business ethics.  
- Develop a framework for the analysis of human performance in organizations, including understanding:  
  o Understanding personality, learning, and motivation  
  o Understanding interpersonal interaction and communication  
  o Understanding group processes, teamwork, and leadership  
- Understanding management practices meant to improve human performance, satisfaction, and productivity at work.  
- Writing: Students can write effectively  
- Critical thinking to solve problems: Students can think critically to solve problems

College of Business Academic Survival Kit  
This information has been compile by the College of Business to assist students with their writing and presentation skills: http://business.nmsu.edu/students/survival-kit/

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 note” 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:
Aside from your textbooks, all of the course materials and discussions will be presented in an electronic format. Likewise, all of your assignments will be turned in on-line. While your exams will be taken via Blackboard as well, they will be proctored on campus or a similar facility. 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.

Communication:
Because this is an internet based course, much of the communication between us will take place via email and discussion board posts. During the work week, I will do my absolute best to reply to emails within 24 hours. Emails sent over the weekend may not be replied to until Monday. If you send a question via email and the answer would be important to the rest of the class, I may post my response in a discussion board posting rather than reply to you directly. Do not take this personally! I simply want everyone to have access to as much information as possible. In addition, I will not post the identity of anyone asking a question. Alternatively, if you have a question or comment, I highly encourage you to make use of the discussion boards. My only request is that everyone be courteous and professional in their discussion board postings. Anyone abusing the discussion boards will lose the ability to utilize them.

Graded Components of the Course

Syllabus Quiz:
In order to ensure everyone is familiar with the syllabus for the course, a quiz has been created to assess your knowledge of the syllabus content. You MAY use the syllabus while taking this quiz. (You may not use any materials for any of the exams taken during the semester.) The syllabus quiz must be completed by 11:00 PM, January 25th.

Roster Information:
On the left side of the course homepage 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. You will need to make sure that your profile has been made public by checking your Blackboard settings. Given the fact that this is an on-line class, and case analyses will be
completed in groups, providing 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. Please make sure your profile is made public by going into “My Settings” from the Blackboard homepage. In order to receive credit for your roster information, it must be added by 11:00 PM, January 27th.

Exams:
There will be three proctored exams during the semester. More information about the location, dates, and times these exams can be taken is available on the course homepage. Specifically, the exam schedule can be found on the course homepage and information about the proctored exams can be found in the “Proctored Exams” folder on the homepage.

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. As mentioned above, please see the schedule below and the proctored exam information on the course homepage for the dates and times exams will be available. Seventy-five minutes will be allotted for each exam. Other than your brain, 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:
There will be three case analyses completed during the semester. I will post the cases in Blackboard throughout the semester. These cases will be completed in randomly assigned groups of five students that will change for each case. One grade for each case will be given to the entire work group. Therefore, it is very important that each group member takes his or her share of the analyses seriously. Documented free-riders (i.e., group members who do not contribute, but expect a grade for the assignment) will receive zero credit for case(s). A discussion board will be established for each case analysis group. Each individual MUST post his or her contribution for the case in the discussion board. One individual in the group will then need to compile the contributions and submit the analysis in one document. It is necessary that each individual post his or her contribution in order to be able to identify who wrote what. In essence, should someone feel the urge to plagiarize, I need to be able to identify the individual rather than having to ask the entire group to identify the plagiarizer. The due date and time for each case is listed below.

A grading rubric is available on Blackboard so you will be informed of exactly how cases will be graded. One aspect of the rubric is providing support for your answers and/or opinions. This means you will need to back up your analyses with material obtained via research. You may use your organizational behavior textbook(s), other books, articles, the internet, and etc., but you MUST cite your sources. Failure to cite your sources would most likely fall into the category of plagiarism (see below). If you decide to use the internet for research, do so carefully. Websites such as Wikipedia, Ask.com, and etc. are not appropriate for scholarly research and will not be given credit.

Discussion of Case Analyses:
Further learning and synthesis will occur by having each team’s case analyses be discussed by
all of the other students enrolled in the class. With this in mind, a lot of the learning from this course will be generated through discussions with your learning team, as well as the entire class. Cases will be posted anonymously. Once a team’s case has been turned in to me, I will strip it of any identifying information and post it in a discussion board. Individually, you will need to review all of the cases (all but your own) and post feedback to the discussion board for each of them. It should be obvious in your posting that you read the entire case analysis and put some thought into your feedback. A simple, “Nice job” will not come close to sufficing. It is expected that your feedback will address strengths, as well as areas for improvement. Along these lines, your feedback should be provided in a professional manner. See the schedule below, or the Blackboard calendar, for the dates and times case analysis discussions can be posted.

**Video Cases:**
We will watch numerous video cases of prominent leaders and scholars discussing issues of relevance to multiple OB topics. Intently watching these videos is important given the material discussed in these video cases will be addressed on your exams.

**Evaluation:**

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<th>Points</th>
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<tbody>
<tr>
<td>Syllabus Quiz</td>
<td>10 Points</td>
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<tr>
<td>Roster Information</td>
<td>10 points</td>
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<tr>
<td>Three exams @ 50 points each</td>
<td>150 points</td>
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<tr>
<td>Three cases @ 30 points each</td>
<td>90 points</td>
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<tr>
<td>Three discussions of cases @ 15 points each</td>
<td>45 points</td>
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<td><strong>Total Points Possible</strong></td>
<td><strong>305 points</strong></td>
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<tr>
<th>Points Range</th>
<th>Grade</th>
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<tr>
<td>274.5 points and above</td>
<td>A</td>
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<tr>
<td>244 points – 274 points</td>
<td>B</td>
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<tr>
<td>213.5 points – 243.5 points</td>
<td>C</td>
</tr>
<tr>
<td>183 points – 213 points</td>
<td>D</td>
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<td>Less than 183 points</td>
<td>F</td>
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**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](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.

**Schedule**

<table>
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<tr>
<th>Week of</th>
<th>Readings, Cases, and Exams</th>
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| 1/23: Chapter 1 – Introduction to Organizational Behavior  
Chapter 2 – Personality and Values  
Syllabus Quiz due by Wednesday (1/25) at 11:00 PM  
Roster Information due by Friday (1/27) at 11:00 PM | |
| 1/30: Chapter 3 – Perception and Individual Decision Making | |
| 2/6: Chapter 4 – Job Attitudes | |
| 2/13: Chapter 5 – Motivation Concepts  
Chapter 6 – Motivation: From Concepts to Applications  
Case 1 due by Wednesday (2/15) at 12:00 PM  
Discussion of Case 1 due by Friday (2/17) at 11:00 PM | |
| 2/20: Chapter 7 – Emotions and Moods  
EXAM 1 *(See proctored exams information on the course homepage for availability)* | |
| 2/27: Chapter 8 – Foundations of Group Behavior | |
3/5:  Chapter 9 – Understanding Work Teams

3/12:  Chapter 10 – Communication
   Case 2 due by Wednesday (3/14) at 12:00 PM
   Discussion of Case 2 due by Friday (3/16) at 11:00 PM

3/19:  SPRING BREAK

3/26:  Chapter 11 – Leadership

4/2:  Chapter 12 – Power and Politics
   EXAM 2 (See proctored exams information on the course homepage for availability)

4/9:  Chapter 13 – Conflict and Negotiation

4/16:  Chapter 14 – Foundations of Organization Structure

4/23:  Chapter 15 – Organizational Culture

4/30:  Chapter 16 – Organizational Change and Development
   Case 3 due by Wednesday (5/2) at 12:00 PM
   Discussion of Case 3 due by Friday (5/4) at 11:00 PM

5/7:  EXAM 3 (See proctored exams information on the course homepage for availability)