Instructor
Rohny Saylors
Office: GU 300-D, 9:00-10:00am Friday and by appointment
Contact: 575-646-5587, RSaylors@NMSU.Edu

Course Description

There are two key competing ideas when it comes to why we do undergrad education in business. One perspective is pragmatic, arguing that the point of courses such as this one is to train future businesspersons how to do their particular jobs. The other is from the liberal arts perspective, arguing that the point of courses such as this one is to help people find out how to utilize tools in order to think differently, so that whatever their future job is, they can come to insightful, novel, and useful conclusions. I come from the second perspective. Each week we will consider a new tool through examination, and critical thinking.

Examination means encountering novel tools as they are applied. To this end, we will read case studies from the book and answer questions posed by the book. Critical thinking means that the limitations and ethical implications of a tool are something that you can explain. To this end, we will have weekly discussions where we will creatively analyze the potential limitations and misuse of the week's tool as the tool relates to a philosophical quote.

There is an assignment due every day but Sunday. There is no penalty for turning in each week's assignment any time before Sunday at 11:59pm. The final week everything is due before 11:59pm Friday. Assignments not turned in by the close-date earn a grade of zero without exception. If you need help with your writing or presentation skills, please note that an Academic Survival Kit with resources on writing and presentation skills is available on the College web page at business.nmsu.edu/students/survival-kit. Everything in the syllabus is subject to change at the instructor's discretion, coincident with an announcement of such change.

Course Objectives
The objective of this course is to examine, understand, and criticize tools related to organizational behavior concepts. These concepts integrate ethics, diversity, and international business as they relate to individual, group, and organizational units of analysis. These tools align with the book chapters and are as follows:

1. *No assignments for ch1 but you are required to read it for the test*
2. *No assignments for ch2 you are required to read it for the quiz*
3. Increase job satisfaction
4. Manage the influence of affect
5. Improve fit between personality and assigned tasks
6. Retool heuristics in light of individual differences
7. Motivate greater personal potential
8. Improve equity
9. Manage group effectiveness
10. Increase collective performance
11. Give voice to the ignored
12. Authentically mentor ethical effectiveness
13. Redistribute power to the disenfranchised
14. Turn conflicting rationalities into mutual understanding
15. Reconstruct the reality of the virtual
16. Use a historical perspective to re-story organizational culture
17. * No assignments for ch17, but you are required to read it for the test*
18. Improve work-life balance
This should allow you to:

1. Develop an understanding of human behavior in groups and organizations, with increased
   a. ability to ethically and effectively 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 at work
3. Understand frameworks for the analysis of human behaviors at work, focusing on:
   a. personality, learning styles, and motivation;
   b. interpersonal interaction and communication;
   c. group processes, teamwork, conflict handling, and leadership;
   d. organizational processes and structures such as the effects of hierarchy on behaviors; and
   e. the ethics of management practices to improve human performance, satisfaction, and productivity at work.
4. Recognize ethical issues in organizational situations.
5. Know at least 4 approaches to evaluating the ethics of organizational and managerial behaviors;
6. Use increasing self-awareness as a stepping stone to understanding others' working behaviors;
7. Understand how stereotyping, attribution theory, and other dynamics affect both individuals and groups from diverse backgrounds, and
8. Know strategies for managing such sources of unfair bias to create a more fair, equitable, and ethical workplace.
9. Students will think critically.

Distance Education Format
It is the responsibility of the student to use available material to become familiar with using Canvas, Skype, and learn to navigate the course website. Knowing where to find resources, where and how to submit your work, and how to take exams is essential to achieving course objectives. **If you are experiencing ANY trouble with the web page contact ICT at 575-646-1840 or help@nmsu.edu.** Only computer errors documented **through ICT** will result in action on the part of the instructor. No work will be accepted after the assignment closes unless ICT acknowledges a problem on their end. You are responsible for obtaining an Internet connection and a computer that is capable of watching the videos that I post, and conducting a video Skype session.

Required Text

Organizational Behavior by Robbins & Judge, 14th Edition, Publisher: Pearson, ISBN: 9780136124016 I **will never** provide any copies or scans of the book to you, it is your responsibility to obtain the book immediately. Any data-disks or student-access codes that may come with the book are **not needed;** be careful not to get the international edition of the book.

Communication with Instructor

If you need to contact me, use Canvas. I check Canvas between 5pm and 6pm Monday through Friday. Anything sent after this time will be checked at the next scheduled time. All communication should be through Canvas unless previously scheduled. **Asking about due-dates and scoring procedures already in the syllabus may result in a 2-point deduction from your final grade.**

Course Structure

The intent of this course is to help you utilize tools in order to think differently so that whatever your future career is, you can come to insightful, novel, and useful conclusions. Deep engagement with the best scholarship available is essential to doing this properly. Because of this, this course is fast-paced and delves deeply into the cutting edge of scholarship in Organizational Behavior. There will be one final
project available more than one moth before the due date, and will require a great deal of work. To start the course there are some “ethics assurance of learning” quizzes and a syllabus quiz you must take. When you have completed these, the rest of the course opens up. You may not proceed with the course until you have taken and passed these quizzes.

**Graded and required assignments**

Every week we will examine and criticize a new tool through which you may obtain outcomes within an organization. We will read case studies from the book and answer the questions provided by the book. We will have weekly discussions, where we will creatively analyze the potential limitations and misuse of the tool by responding to philosophical quotes.

Because you can do most work in advance, there are no valid excuses for failure to complete work before the deadline. All work is due on the due-date but there will be no penalty assessed for work you turn in before the cut-off date. Sunday is the cut-off day. Anything turned in after the cut-off date will not be graded and you will receive no credit for it. You will complete two quizzes related to diversity in business and business ethics. These exercises are an essential component of the course, and more importantly, your development as an effective manager. **No one, no matter the person’s grade in the course, will receive a passing grade in this course without submitting an acceptable set of responses to these quizzes.**

**Attendance**

Only a doctor’s note, with confirmation phone number, indicating that you were **incapable of reading or writing** is acceptable as an excuse. That you could not read or write for the entire week must be on the note and confirmed when I call the doctor. If, for example, you have a conference to attend or are a student athlete, then you must submit assignments for the days you will miss ahead of time.

**Academic Dishonesty**

Cheating is forbidden. Cheating will result in you immediately earning an F in the course. Further, I will reported you to the Dean of Students, and you may be subject to further sanctions as indicated in the Student Code of Conduct including possible dismissal from your academic program or from the University. Plagiarism is cheating. Per the NMSU Student Code of Conduct, plagiarism “includes, but is not necessarily limited to, submitting examinations, themes, reports, drawings, laboratory notes, undocumented quotations, computer-processed materials, or other material as one’s own work when such work has been prepared by another person or copied from another person.” I use a program that scours Google's book library and the Internet for plagiarism to assess each assignment for plagiarism.

**Incompletes**

I rarely award incompletes. Only a doctor’s note, with confirmation phone number, indicating that you were **incapable of reading or writing** is acceptable as an excuse. These circumstances must have developed before the last due-date and not have cleared up before the final week. All such problems that clear up prior to the last week require that missed work be made up before the end of the
semester. Requests for “I” grades should be made to the instructor but must be approved by the head of the Department of Management. Do not ask for an “I” grade in lieu of a grade you have earned.

Dropping the course

It is the responsibility of the student to know important dates such as University drop dates. It is the responsibility of the student to withdraw officially from any class that he or she intends to drop. I will drop you from a class for lack of participation; you will get the grade that you have earned.

**ADA STATEMENT:**
Feel free to call the Student Accessibility Services (SAS) Office at 575-646-6840 or email at sas@nmsu.edu with any questions you may have on student issues related to the Americans with Disabilities Act (ADA and/or Section 504 of the Rehabilitation Act). Students requesting accommodations and/or services relating to a disability may seek assistance from the SAS Office located in Corbett Center, Room 244. All medical information will be treated confidentially. If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SAS within the first two weeks of classes. It is your responsibility to inform either your instructor or a SAS representative in a timely manner if services/accommodations provided are not meeting your needs.

Questions regarding NMSU’s Non-discrimination Policy and discrimination complaints should be referred to Gerard Nevarez, Office of Institutional Equity, 575-646-3635.

**Assignment Summary**

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<thead>
<tr>
<th>Assignment</th>
<th>Due-Day</th>
<th>Points Possible</th>
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<tbody>
<tr>
<td>Case – Book Questions</td>
<td>Monday, Wednesday, Friday</td>
<td>30</td>
</tr>
<tr>
<td>Limitations – Discussion</td>
<td>Tuesday, Thursday, Saturday</td>
<td>30</td>
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<tr>
<td>Final Project</td>
<td>Wednesday July 31st</td>
<td>36</td>
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<tr>
<td>Required Quizzes</td>
<td>Before you can start the class</td>
<td>4</td>
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<td></td>
<td>Total:</td>
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