MGT 503-M01
Organizational Behavior and Management Processes
New Mexico State University – College of Business
Fall 2015

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E-Mail: Via Canvas (preferred) or cflinch@nmsu.edu

Course Hours: Wednesday, 6:00 p.m. – 8:30 p.m.
Course Location: 108 BC
Office Hours: W 4:45 p.m.-5:45 p.m.; Th 10:15 a.m.-11:15 a.m.; and by appointment

Course Overview
In businesses, organizational behavior (abbreviated OB) exists as an understanding of how individual, group, an organizational structure influence behavior within organizations. The goal of this course is to give you a balanced overview of all the key elements of OB and an understanding of dynamic Management Processes. Accordingly, a typical weekly session surveys a different OB function and will include workplace applications. As part of studying these various functions, we will also examine the concerns and functions of the principal actors in employment systems, namely employees, teams, and management.

At the conclusion of this course you should be able to:
* Use frameworks presented throughout the course to analyze individual, team, and organization behavior and understand how this behavior affects the organization’s performance.
* Analyze why individuals at a micro-level, teams at a meso-level, and businesses at a macro-level succeed or fail throughout daily employment-related situations.
* Develop a holistic understanding of how micro-level behavior influence macro-level performance, and vice versa.
* Work more effectively in teams, be more comfortable speaking to groups, and use effective business writing techniques.
* Demonstrate creative and critical thinking skills with respect to business-related situations.

Materials
The required text for this course is Essentials of Organizational Behavior, 13th Ed., by Robbins & Judge (Pearson). The list price for the text is about $150. I encourage you to look on the Internet for the best available price for this text. We will need it for the second class. Other required course material includes:

- A Man in Full, by Tom Wolfe
- 3 Ivey Business cases (~$4.00 each). Details provided first day of class

Evaluation/Grading

Participation. Come to class prepared to take part and you will learn much more than you otherwise would. Quality of participation is more important than quantity, so please try to keep your “ideas per minute” ratio up. You are always welcome to ask me how you’re doing on this dimension, and I will award you a subjective feedback score on your participation that you can see on Canvas at three different points in the semester.

Exams. There will be two exams during the semester. Each exam will consist of true/false, multiple choice, and applied essay questions.

If a student misses an exam for any reason he or she may be allowed to make up the exam according to the New Mexico State University policy. If a student is eligible for a make-up, he or she will be given a different version of the exam which will be formatted as an essay exam and set at a higher level of difficulty than the original test.
Each item’s contribution to your course grade is given in points below:

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
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<tbody>
<tr>
<td>Participation (10%)</td>
<td>50 pts</td>
</tr>
<tr>
<td>Midterm exam (20%)</td>
<td>100 pts</td>
</tr>
<tr>
<td>Final exam (20%)</td>
<td>100 pts</td>
</tr>
<tr>
<td>Crucial Conversations activity</td>
<td>75 pts</td>
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<tr>
<td>A Man in Full case analysis (2 parts)</td>
<td>150 pts</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>475 points</strong></td>
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I will base your final course grades on the following scale:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>97-100%</td>
<td>A+    (4.0)</td>
</tr>
<tr>
<td>93-96%</td>
<td>A     (4.0)</td>
</tr>
<tr>
<td>90-92%</td>
<td>A-    (3.7)</td>
</tr>
<tr>
<td>87-89%</td>
<td>B+    (3.3)</td>
</tr>
<tr>
<td>83-86%</td>
<td>B     (3.0)</td>
</tr>
<tr>
<td>80-82%</td>
<td>B-    (2.7)</td>
</tr>
<tr>
<td>77-79%</td>
<td>C+    (2.3)</td>
</tr>
<tr>
<td>73-76%</td>
<td>C     (2.0)</td>
</tr>
<tr>
<td>70-72%</td>
<td>C-    (2.0)</td>
</tr>
<tr>
<td>67-69%</td>
<td>D+    (1.0)</td>
</tr>
<tr>
<td>63-66%</td>
<td>D     (1.0)</td>
</tr>
<tr>
<td>60-62%</td>
<td>D-    (1.0)</td>
</tr>
<tr>
<td>0-59%</td>
<td>F     (0)</td>
</tr>
</tbody>
</table>

Additional notes:
I reserve the right to change this syllabus as needed during the semester, including course schedule, readings, examinations, assignments, and the etc.

Opportunities for extra credit will not be given.

How to succeed in this course
There is no special secret to succeeding in this course. Most people who do the following in good faith will have little trouble in passing:

- Read all assigned material
- Complete all your assignments
- Don’t miss class
- Pay attention

However, do not misread this advice as a message that this is an easy course. This course moves quickly over concepts that build on each other throughout the semester. I strongly urge you to not get behind. I will teach each session under the expectation that you are prepared. I will not take attendance, but it is my experience that students who do not come to class do not succeed.

Notice Concerning Disabilities and Discrimination.
Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) covers issues relating to disability and accommodations. If a student has questions or needs an accommodation in the classroom (all medical information is treated confidentially), contact:
Trudy Luken, Corbett Center, Rm. 244 Phone: (575) 646-6840 E-mail: sas@nmsu.edu Website: www.nmsu.edu/~ssd/
NMSU policy prohibits discrimination on the basis of age, ancestry, color, disability, gender identity, genetic information, national origin, race, religion, retaliation, serious medical condition, sex, sexual orientation, spousal affiliation and protected veterans status. Furthermore, Title IX prohibits sex discrimination to include sexual misconduct, sexual violence, sexual harassment and retaliation. For more information on discrimination issues, Title IX or NMSU's complaint process contact:
Gerard Nevarez, Executive Director or Agustin Diaz, Associate Director Office of Institutional Equity (OIE)
O'Loughlin House
Phone: (575) 646-3635  E-mail: equity@nmsu.edu Website: http://www.nmsu.edu/~eeo/

Academic and non-academic misconduct:
The Student Code of Conduct defines academic misconduct, non-academic misconduct and the consequences or penalties for each. The Student Code of Conduct is available in the NMSU Student Handbook online: http://deanofstudents.nmsu.edu/student-handbook/1-student-code-of-conduct/
Academic misconduct is explained here: http://deanofstudents.nmsu.edu/student-handbook/1-student-code-of-conduct/3-academic-misconduct.html

Plagiarism. Plagiarism is using another person's work without acknowledgment, making it appear to be one's own. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct and are subject to disciplinary action such as failure on the assignment, failure of the course or dismissal from the university. The NMSU Library has more information and help on how to avoid plagiarism at http://lib.nmsu.edu/plagiarism/.

My biases/expectations

Every teacher has preferences that students learn about sooner or later. I'd like to be up front about some of mine.

Availability: I'm happy to be available for you, but please respect the fact that my job entails a lot of responsibilities in addition to this class. Thus, I cannot always respond to you as quickly as you may like, but I typically respond within 24 hours. Generally, e-mail is the most reliable way to contact me.

Cell phones and wireless Internet: Please turn off all cell phones and wireless Internet devices during class. I will consider it a personal affront if I discover that you are surfing the web, texting, answering email, etc. during our class.

Good reasoning: Within the domain of common courtesy, let's challenge each other to be put forth well-reasoned opinions. If I put out a poor argument, call me on it. I'll do the same for you.

Grammar: Good grammar and good writing in general, often reflects positively on you in the workplace. Please make an extra effort to get it right on your written assignments. I am glad to help you out on this, particularly if your native language is not English.

Readings: Students have become more impatient with reading assignments in recent years, but if you don't do them, you will not get much out of class, wasting both your time and your money. I will teach with the assumption that you are prepared.
MGMT 503
Course Schedule and Reading Assignments

Wednesday, August 19: **What is organizational behavior, and why should we study it?**
   Activity:
   Reading: Chapter 1, Robbins & Judge

Wednesday, August 26: **Understanding yourself and others, Part 1**
   Activity:
   Reading: Chapter 2 & 3, Robbins & Judge

Wednesday, September 2 **Understanding yourself and others, Part 2**
   Reading: Chapter 4 & 5, Robbins & Judge

Wednesday, September 9 **Perception and Individual Decision Making**
   Reading: Chapter 6
   *Case #1: TBD*

Wednesday, September 16 **Motivation**
   Reading: Chapter 7 & 8, Robbins & Judge

Wednesday, September 23 **What is the role of groups and teams?**
   Reading: Chapter 9 & 10, Robbins & Judge

Wednesday, September 30 **Communication**
   Reading: Chapter 11, Robbins & Judge
   *Assignment: Crucial Conversations*

Wednesday, October 7 **EXAM #1**

Wednesday, October 14 **Leadership**
   Reading: Chapter 12, Robbins & Judge
   *Case #2: TBD*

Wednesday, October 21 **Power and Politics**
   Reading: Chapter 13, Robbins & Judge
   *Assignment: A Man in Full Case analysis presentations (part 1)*

Wednesday, October 28 **Conflict and Negotiation**
   Reading: Chapter 14, Robbins & Judge

Wednesday, November 4 **Organization structure and culture**
   Reading: Chapter 15 & 16, Robbins & Judge
   *Case #3: TBD*

Wednesday, November 11 **Organization Change and Stress Management**
   Reading: Chapter 17, Robbins & Judge

Wednesday, November 18: Group project meeting time

Wednesday, November 25: No class. **Thanksgiving Break**

Wednesday, December 2 **It's Your Ship**
   *Assignment: A Man in Full Case analysis presentations (part 2)*

**Finals week: Date TBD**