



Course: Fall 2020 Mgmt 306: Organizational Behavior and Diversity, Sections 2 and 9

Time & Location: 8:00am-10:30am (Sect 2): MCM 1110, <https://unm.zoom.us/j/98085011458>
12:30pm- 3:00pm (Sect 9): MCM 2120, <https://unm.zoom.us/j/91299920880>

Professor: Andrea L. Hetrick, Ph.D.

Contact: ahetrick@unm.edu, 505-750-8059 (urgent matters only, no texting)

Office: MCM 3044

Office Hours: Wednesdays via Zoom scheduled at calendly.com/andreahetrick/office-hours. If these times do not work, please request a different time via email. Meetings must be scheduled at least 2 hours ahead of the desired meeting time.

TA: Nilam Shrestha, nshrestha@unm.edu

Textbook: S. P. Robbins and T. A. Judge (2018). *Organizational Behavior* (18th Edition). OR Student Pack Equivalent

The textbook is recommended, not required. I supply outlines of the chapters and lecture slides as resources that comprehensively review course concepts. You also **do not** need the extra texts or web tutor pack. Please feel free to purchase the textbook only from any outlet that you choose (the 16th edition or newer is fine).

Inclusive Access: Proctorio via Inclusive Access is required for exams. The RedShelf link is posted to Learn. Please visit this website if you are unfamiliar with Proctorio:

<http://online.unm.edu/help/learn/students/tests-and-assignments/virtual-proctoring/index.html>

Course Description

Organizational behavior (OB) is the study of how individuals, groups, and structures impact human behavior within organizations. Applying OB principles to the workplace can, therefore, result in many important organizational outcomes. For example, companies such as Adobe, LinkedIn, and Google have generated superior financial performance by using concepts drawn from OB. Organizations that use OB knowledge to improve their managers' interpersonal skills are better able to attract and keep high performing employees. The employees at companies that value OB are therefore more satisfied, less stressed, and less likely to want to quit. They even demonstrate higher life satisfaction, positive emotions at work, and find more meaning in their work. Companies that focus on OB are often more socially responsible, as well.

The research is clear: in today's competitive and demanding workplace, managers cannot succeed on their technical skills alone. They also have to exhibit good managerial skills.

Therefore, the overarching objective of this course is to help potential managers and managers understand what it takes to develop strong managerial skills. The course will involve both theoretical interpretation and practical application of OB principles at the individual, group, and organizational level.

Course Objectives

At the end of the course, you should be able to:

- Identify and describe the major concepts, theories, empirical findings, and historical trends in organizational behavior.
- Discover the primary types of individual differences (i.e., attitudes, emotions, personality, and values).
- Name the major forms of workplace diversity, and summarize the importance of effectively managing workforce diversity in modern organizations.
- Recognize features of effective groups/teams, and evaluate the effectiveness of a team.
- Synthesize and communicate knowledge of major OB topics through written projects and oral presentations.

Course Website

All necessary materials will be posted to and all assignments (when possible) will be submitted through UNM Learn, <http://learn.unm.edu>. Your myUNM username and password should be used to access your UNM Learn account. If you do not have a myUNM username and password, you should obtain one. Help with obtaining a myUNM username and password can be accessed by calling 505-277-0857. Lecture materials will be posted on UNM Learn, and it is your responsibility to print these if you so desire. The McKinnon Center for Management building offers free printing services for students.

Sign-up Sheet for Optional In-Person Attendance

Each student is guaranteed an optional in-person seat in class bi-weekly. Students who do not plan to attend in person must remove their email ID from the in-person list at the following link: https://unmm-my.sharepoint.com/:x/q/personal/ahetrick_unm_edu/EcUlkHjPzGVBMQcyWKIF73kBg8CokppOS7Sq_LzThVXqg?e=BQam6Z.

Students who wish to attend in-person are asked to bold their email ID in this sheet (both within the in-person list and waitlist list) to confirm that they wish to do so by 5pm the Tuesday before lecture. Students are welcome to, but are not required to, attend class live remotely via the Zoom links listed at the top of this syllabus. Students need to plan to take the exams online during their scheduled class time. It is also recommended to attend in-person or live via Zoom on the first day of class to meet your classmates.

Grading

Requirement	Points Total	%
1. Exams	350 (each exam = 175 points, 17.5%)	35%
2. Final Group Project	200	20%
3. Assignments (10)	150 (each assignment = 15 points, 1.5%)	15%
4. Quizzes (10)	150 (each quiz = 15 points, 1.5%)	15%
5. Remote Activities (10)	100 (each activity = 10 points, 1%)	10%
6. Peer Feedback	50	5%
7. Extra Credit	?	-
Total	1000	100%

• Grading Scale

A+	98-100	B+	87-89.99	C+	77-79.99	D	65-69.99
A	94-97.99	B	84-86.99	C	74-76.99	F	64.99 & below
A-	90-93.99	B-	80-83.99	C-	70-73.99		

- **Late Assignments**

Assignments submitted after the assigned deadline will be given a 25% penalty. For every additional 24 hour period the assignment is late, an additional 25% penalty will be given. At the end of the semester, I reserve the right to refuse any assignments submitted after the deadline and after the last day of UNM classes for the term.

- **Incomplete Grades**

A grade of incomplete is only assigned in unusual circumstances. Such situations require extensive documentation and approval. If a grade of incomplete is approved, a written plan for completion of the coursework must be developed by the professor and student and approved by the UNM administration.

1. Exams

There are online two exams during this class. They are worth 175 points each (350 points total). For each exam, students are asked about concepts discussed in lecture – this consists of a mix of multiple choice, true/false, and fill in the blank questions worth 50% of the exam grade. Additionally, there are a choice of essays that are also worth 50% of your grade. Students are required to take the exams via Proctorio **during their scheduled course time**. Exam study guides are posted to Learn.

2. Final Group Project

A goal of my course is to get students thinking about how course concepts apply to real companies. As a result, the group project for this semester asks you to research an actual organization using at least one interview, apply concepts learned in class to assess the organization's practices, and then present the material in a 15-minute presentation that you record via Zoom and submit the video file through Learn (200 points total). Grading of this group project will be based upon your comprehensive understanding and application of an OB topic, thus, the final product will be utilized to assess your knowledge in place of a comprehensive final examination. You will be able to request your 5-person group for the semester by week 3 of class. See the Group Project materials folder on Learn for the Group Project Instructions and Rubric document. For all group project assignments (aside from peer feedback and team member ratings), only **one submission per group** is to be submitted.

3. Assignments

This course will also involve 10 assignments, each worth 15 points each. Seven of these assignments are individual assignments to be completed outside of class, and three of these assignments are part of the group project (only one submission per group required). Assignment deliverables are to be posted and submitted via Learn.

4. Quizzes

In order to highlight important aspects of the readings and prepare you for course exams, you will have the opportunity to take an online (Learn) quiz for each chapter (11 total quizzes, plus one review quiz). Each quiz is due by 11:59pm the day after the exam is given. **Your 10 highest quiz grades will count toward your final grade, so you do not have to take all of the quizzes.** You can use course materials or other resources of your choosing during quizzes, and there is no time limit to complete them as long as they are submitted by the deadline. Due to time constraints, I will not be covering all quiz content in class. Therefore, it is important to utilize course materials

while taking the quizzes. I do this because I feel it is important to become familiar with certain concepts in the course, but it may not be the best use of class time to cover all concepts (for example, to read off a list of concepts and their definitions).

5. Remote Activities

Ten remote class activities will be assigned to make up for activities that can no longer be conducted in class due to COVID-19. Due dates for activities are listed within this syllabus. These activities will involve interacting with (in-person or via zoom) a partner or your project group and providing peer ratings of the submissions of other pairs and groups. The instructor will provide in-class time for you to meet either in-person or via Zoom.

6. Peer Feedback

Students will be asked to provide ratings and feedback to other groups based on their performance during their presentations. This assignment is designed to provide students experience in providing performance feedback to others, which will likely be required of you in a job someday. More information can be found within the Group Project Instructions document located within the Group Project folder in Learn. The link to submit this feedback is located in the Group Project Materials folder in Learn.

7. Extra Credit

There will likely be opportunities for extra credit announced throughout the semester. Please do not request additional extra credit from the professor.

Video and Audio Recordings and FERPA

Video lectures will be recorded via Zoom and posted to Learn for students who cannot attend in-person or live Zoom lectures. Out of respect to myself and your peers and in compliance with the Family Educational Rights and Privacy Act (FERPA), do not share video and/or audio recordings of lectures with individuals not enrolled in this course.

Syllabus Updates

Due to the COVID-19 situation, this syllabus will be updated via Sharepoint throughout the semester. Therefore, this current syllabus is to be treated as a general plan for the course; deviations announced to the class by the instructor will likely be necessary. It is your responsibility to keep up with any changes announced via email. I reserve the right to modify the assignments, due dates, and anything else concerned with this course.

Come to my Office Hours!

I encourage all of you to come to my office hours. I am teaching because I care about student development and ensuring students understand course material. I am always willing to answer any questions you have, further explain course content, or talk about your post-graduation plans and goals during my office hours. My office hours are via Zoom and can be scheduled using calendly.com/andreahetrick/office-hours. If these times do not work, please request a different time via email. Meetings must be scheduled at least 2 hours ahead of the desired meeting time.

Respectful Electronics-Use Policy

It is recommended that students bring a laptop to class. However, non-course related electronic device use on devices such as mobile phones, laptops, smartwatches or tablet

devices (e.g., iPads) is not permitted. This includes all smartphone and smartwatch functions (e.g., voice, text, web). Although students are encouraged to bring such devices to class, there may be designated times during which the professor requests the suspension of their use. One exception to this rule includes the use of mobile phones for emergency contact (e.g., relative/friend in surgery, childcare-related contact). You may use electronics freely during designated class break periods. Please email me if you have a concern regarding this policy or need an exemption to the policy.

Special Circumstances Impacting Performance

If any circumstances arise that may impact your performance in this course, please communicate with me about them as soon as possible. Requests for grade changes at the end of the semester are not ideal. It is much better for you to email me throughout the semester or speak with me during my office hours about anything that may impact your performance than to wait until the end of the semester.

Disclaimer Regarding Course Activities

Students are often more likely to learn and retain course-relevant material if they participate in activities. Therefore, students will be asked to participate in various activities throughout the semester. Some of these activities may involve words and actions exchanged with other students that may be upsetting. During all classroom activities, it is important that students are professional with each other and respect each other.

General Words about Teamwork

A problem sometimes associated with group projects is a team member does not do his or her share of the job. Everyone in this class is expected to carry an equal share of the teamwork load. You are expected to get the work done, manage each other, and to try to solve any problems among yourselves. If you cannot, please let me know. If I am convinced that someone has not carried their fair share, their grade will be adjusted accordingly.

Social Media Policy

I welcome the opportunity to stay in touch through social media. However, it is my policy that I will not accept student social media requests until after final grades are submitted.

Course Schedule

Week	Date	Topic	Chapters
1	August 20	Syllabus and Course Overview; What is Organizational Behavior (OB)? Attendance in-person or live via Zoom is recommended to meet classmates and choose members for the group project.	Syllabus & 1
2	August 27	Personality and Values	5
3	September 3	Perception and Individual Decision Making	6
4	September 10	Attitudes and Job Satisfaction	3
5	September 17	Emotions and Moods (teams chosen this week)	4
6	September 24	TA Teaches, Diversity in Organizations	2
7	October 1	Remote, Exam 1 (Chapters 1-6)	
8	October 8	Remote, Group Work Day	
9	October 15	Motivation: Concepts	7
10	October 22	Motivation: From Concepts to Applications	8
11	October 29	Foundations of Group Behavior	9
12	November 5	Understanding Work Teams	10
13	November 12	Leadership	12
14	November 19	Remote, Exam 2 (Chapters 7-10, 12)	
	November 26	Thanksgiving Break	
15	December 3	Remote, Group Work Day	

Course Due Dates

- **Assignment Deadlines**

Assignment	Due Date
1. About me	August 25
2. Personality Survey	August 25
3. Team Project Charter	October 8
4. Team Project Proposal	October 15
5. Team Project Summary	October 22
6. Team Dynamics Survey 1	October 29
7. Respectful Coworkers Discussion Board	November 5
8. Team Dynamics Survey 2	November 12
9. Hidden Brain Discussion Board	November 20
10. Team Dynamics Survey 3	December 4

- **Quiz Due Dates**

Quizzes	Due Date
Quizzes chapters 1-6,	October 2
Quizzes chapters 7-10, 12, Overview	November 20

- **Exam Dates**

Exams	Date
Exam 1, chapters 1-6	October 1
Exam 2, chapters 7-10, 12	November 19

- **Team Project Due Dates**

Assignment	Due Date
Presentations	December 3
Peer Feedback (goes toward peer feedback grade)	December 9
Written Overview	December 10
Group Member Ratings	December 11

All assignments are due on the listed date by 11:59pm unless otherwise noted.

• **Remote Activity Due Dates**

Activities (Instructions to be posted to Remote Activities Learn Folder at least 1 week before due date)	Due Date	Peer Review Grade Due Date
1. Syllabus Quiz to test Proctorio (UNM Learn, available Aug. 20)	August 27	-
2. Myers Briggs 16 Personalities Test & Discussion Board ¹	August 27	September 3
3. Breaking Prejudice Activity & Partner Recording of Interaction ³	September 3	September 10
4. Truity Job Preferences Survey & Discussion Board ¹	September 10	September 17
5. Mark Manson Reading & Partner Discussion Recording ²	September 17	September 24
6. Title VII Supreme Court Case & Partner Discussion Recording ²	September 24	October 8
7. TEDx Talk Practical Diversity: Dawn Bennett-Alexander & Partner Discussion Recording ²	September 24	October 8
8. Motivation Ted Talk & Partner Discussion Recording ²	October 22	October 29
9. Teamwork Ted Talk & Partner Discussion Recording ²	October 29	November 5
10. Desert Survival Activity – Group or Partner & Recording of Interaction ³	November 5	November 12

Submission instructions:

¹Print a PDF of the browser of your results & submit via Learn; also reply to discussion board

²Upload a video of you discussing with a partner answering the questions provided

³Record the interaction of your partner or group doing the activity and post the interaction

For each of these assignments (excluding the Syllabus Quiz), you will be required to submit a brief review grade of one submission of your peers. The submission you will grade will be assigned by the instructor or TA, and the instructions regarding how to submit the peer grade will be included with the assignment instructions. You will receive 5 points for submitting peer feedback and up to 5 points for each assignment. Peer feedback submissions are due one week after the assignment due date at 11:59pm (assignments 6 and 7 have an additional week for peer feedback submissions due to Exam 1).

University-Wide (Non-Course Specific) Syllabi Information

COVID-19: Respect the UNM Community by Preserving Health

You have the ability to prevent the spread of COVID-19 and to preserve the health of fellow students, your instructor, staff and the community by following UNM health protocols. The UNM Provost Administrative Directive on Mandatory Student Face Covering and Symptom Reporting of July 9, 2020 requires that all students on UNM-Main and UNM branch campuses wear face masks in the face-to-face classroom and on campus unless they have a specific mask accommodation (confidentially documented with the Accessibility Resource Center). UNM Provost Administrative Directive is consistent with Governor Lujan Grisham's [Public Health Emergency Order](#) as amended, and the [Public Health Order of the New Mexico Health Secretary](#). It also requires daily participation in symptom screening through covidscreen, which will be sent via UNM e-mail.

Acceptable masks and mask wearing in class: A two-layer mask that covers the nose and mouth and that is cleaned regularly is acceptable. A face shield is not sufficient protection. It is vital that you wear your mask correctly, covering your nose and mouth. Removing your mask for an extended period to eat or drink in class violates the Provost Administrative Directive and endangers others.

Mask Wearing Accommodation: Individuals with a documented disability or diagnosis may seek accommodation with the UNM Accessibility Resource Center (ARC) (<https://arc.unm.edu/>). Individuals do not need to reveal private information to an instructor. ARC will require documentation of health requirements, which will be kept confidential. The instructor will be informed only of any need for accommodation.

Consequences of not wearing a mask properly: Unless you have an ARC-approved accommodation, if you don't wear a mask, or if you do not wear a mask properly by covering your nose and mouth, you will be asked to leave class. If you fail to wear a mask properly on more than one occasion, you can expect to be dropped from the class. If you insist on remaining in the classroom while not wearing a mask (without an ARC-determined accommodation), class will be dismissed for the day to protect others and you will be dropped from the class immediately.

Provided Masks: The instructor will try to have a few disposable masks available on a first-come, first-serve basis.

This class may move to remote delivery at any time to preserve the health and safety of the students, instructor and community. Please check your UNM email regularly for updates about our class and please check <https://bringbackthepack.unm.edu> regularly for general UNM updates.

Accessibility Resource Center (ARC)

In accordance with University Policy 2310 and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student who notifies the instructor of the need for an accommodation. It is imperative that you take the initiative to bring such needs to the instructor's attention, as I am not legally permitted to inquire. Students who may require assistance in emergency evacuations should contact the instructor as to the most appropriate procedures to follow. Contact ARC at 277-3506 for additional information.

UNM is committed to providing courses that are inclusive and accessible for all participants. As your instructor, it is my objective to facilitate an accessible classroom setting, in which students have full access and opportunity. If you are experiencing physical or academic barriers, or concerns related to mental health, physical health and/or COVID-19, please consult with me after class, via email/phone or during office hours. You are also encouraged to contact ARC at arcsrvs@unm.edu or by phone 277-3506.

Academic Integrity

Anderson School of Management faculty, staff, and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge: I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage. Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied.

For a full text of Anderson's Academic Integrity Code, please visit <http://www.mgt.unm.edu/honesty> Student Code of Conduct –The UNM student code of conduct includes several points relevant to in class behavior and academic integrity. For the full code, please visit: <https://pathfinder.unm.edu/campus-policies/student-code-of-conduct.html>. Some highlights relevant to our class: do not cheat, do not bring fireworks to class, do not bring weapons to class, do not come to class stoned/high or bring controlled substances to class, do not steal items from the classroom, do not do anything that adversely affects the educational pursuits of fellow students. I would also like to add: do not be a jerk—either to me or to fellow students. This class will be highly interactive and it is important that we respect one another's ideas and viewpoints.

The Equal Opportunity in Education Act

In accordance with University Policy 2310 and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student who notifies the instructor of the need for an accommodation. It is imperative that you take the initiative to bring such needs to the instructor's attention, as I am not legally permitted to inquire. Students who may require assistance in emergency evacuations should contact the instructor as to the most appropriate procedures to follow. Contact Accessibility Resource Center at 505-277-3506 orarc.unm.edu for additional information.

If you need an accommodation based on how course requirements interact with the impact of a disability, you should contact me to arrange an appointment as soon as possible. At the appointment, we can discuss the course format and requirements, anticipate the need for adjustments and explore potential accommodations. I rely on the Disability Services Office for assistance in developing strategies and verifying accommodation needs. If you have not previously contacted them I encourage you to do so.

Citizenship and/or Immigration Status

All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our website: <http://undocumented.unm.edu/>.

Federal Credit Hour Definition

This course meets the federal requirements for a three-hour course. A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally-established equivalency that reasonably approximates not less than:

(1) one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or (2) at least an equivalent amount of work as required in paragraph (1) of this definition for other activities as established by an institution, including laboratory work, internships, practica, studio work, and other academic work leading toward to the award of credit hours. 34CFR 600.2 (11/1/2010)

Title IX Requirements

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered “responsible employees” by the Department of Education (see page 15 of <https://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>) requires that any report of gender discrimination that includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (<https://oeo.unm.edu>). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

University Policies for Receiving Help and Doing What is Right

I encourage students to be familiar with services and policies that can help them navigate UNM successfully. Many services exist to help you succeed academically and to find your place at UNM, see students.unm.edu or ask me for information about the right resource center or person to contact. UNM has important policies to preserve and protect the academic community, especially policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the *Student Pathfinder* (<https://pathfinder.unm.edu>) and the *Faculty Handbook* (<https://handbook.unm.edu>) Please ask for help in understanding and avoiding plagiarism or academic dishonesty, which can both have very serious disciplinary consequences.

Safety & Health

UNM offers several resources to help keep Lobos safe. LoboGuardian, <https://loboguardian.unm.edu> is a mobile app that increases user safety by creating a virtual safety network of friends and family. The entire UNM campus has blue light emergency phones. UNM Police Department, tel.: (505) 277-2241, offers a free escort service for safety. Lobo Alerts <https://loboalerts.unm.edu> is UNM’s emergency text messaging system that can inform you of any occurrences that impact safety. Student Health Services, <https://shac.unm.edu>, provides counseling and health services to all students. If you Experience Sexual Misconduct, Hate, Bias, Bullying, or Hazing, the LoboRespect Advocacy Center, <https://loborespect.unm.edu/Get%20Help%20now/index.html>, can help with concerns such as sexual misconduct, hate/bias, bullying, hazing.

Land Acknowledgement

Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico Pueblo, Navajo, and Apache since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.