Managing Human Behavior in Public and Nonprofit Organizations  
PADM 590, Fall 2016  
Instructor: Shuyang Peng, PhD  
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Office Location: SSCO 3012  
Office Phone: (505)750-4768  
Office Hours: Monday 1:30pm – 3:30pm or by appointment  
Class Meeting Day(s): Wednesday 7:00-9:30pm  
Class Location / Room: DSH 134  

Course Description and Objectives  
Organizational behavior is applied behavioral science that emerged from disciplines of psychology, sociology, anthropology, political science, and economics. It is about understanding how people and groups in organizations behave, react and interpret events. This course covers all essential topics in organizational behavior. It is designed for students to gain knowledge of human behavior in complex public and nonprofit environment and to improve skills in effectively navigating the process of managing behavior.

Upon successful completion of this course, students should:  
1) become well informed about concepts and theories of organization behavior, as well as their applications in public and nonprofit organizations.  
2) have better awareness of their own traits, motivations, and behaviors that affect their performance and well-being in organizational contexts.  
3) become more skilled at understanding, analyzing, and managing the behavior at workplace.

Required Readings  

2. Other readings can be accessed via UNM Learn. Please check the Learn regularly.

Class Participation  
Class Participation  All students must attend class regularly, two or more absences without prior approval will be result in a final grade lower than “A-.” Since this course will be conducted as a seminar, it is important for you to complete all assigned readings before class,
and actively participate in classroom discussion. If you miss a class, it is your responsibility to catch up by watching the class video on UNM Learn.

Assignments

Weekly Response to Discussion Questions
This assignment offers you an opportunity to reflect on the readings and get your thoughts organized for class discussion later. There will be at least 3 discussion questions posted on UNM learn each week. You are required to post 2-3 well developed paragraphs in response to the questions raised. You can direct your discussion toward any of the posted question(s), you can also write about other thoughts about the readings. You need to post your response before noon every Wednesday in order to receive the points. There will be 11 discussion posts in total for the semester. You can miss one post without any point penalty.

Self-Assessment Paper
You are required to write a self-assessment paper (8-10 pages double spaced, Times New Roman, 12 font). In this paper, you will analyze your personality, attitudes, emotion skills, motivations, interests, and career options (short-term and long term) going forward. This paper is intended to help you understand yourself better and think seriously about what you want to accomplish in your professional career. You can base your analysis on any relevant concepts and theories we covered from session 2-7. Your paper will only be read by me. And you will be graded only on how well you draw from the concepts and theories in your analysis, not on your findings.

Book Review
You are required to write a review on a book that deals with a topic in organizational behavior. The book review should not only be a summary of the content, but a critical analysis of the book and your reactions to it. A list of books is available on UNM Learn, you can go through the list and choose the one that most interests you. Please note that you can only choose a book from this list and each one of you will choose a different book. Once you choose the book, go to UNM Learn, find the Book Review Presentation Sign-up under Discussion Board, and post the name of the book you would like to present.

Book review blog post: The book review should be 5-6 pages (double spaced, Times New Roman, 12 font). You will post your review as a blog post on UNM Learn so your classmates can read it. By the end of the semester, each one of you will post your comments for at least three book reviews on UNM Learn.

A talk about the book: you are going to pick several interesting or valuable things that you learned from book and share these points in class. Your talk about the book will be 5 minutes. More details about the due date of the book review and when you will give your talk are discussed in session 1.
**Group Research Project**

One of the key themes of this course is team work, so you are going to work in groups (3-4 students) for the final project. The final project is for you to become an expert on a concept/theory/topic in the field of organizational behavior.

The group project includes three components:

1) A research paper (15-20 pages, double spaced, Time New Roman, 12) on any topic (related to course materials) in the field of organizational behavior. Once you choose a topic, go online to UNM library and search for 10-15 academic articles on your chosen topic. A list of topic examples will be available on UNM learn for your reference. And a list of academic journals that you can use for your research will be available on UNM learn.

2) A group presentation on your research paper. The presentation should last 10 to 15 minutes (depending on how many students will be enrolled in our class). There will be a 2-3 minutes Q&A session after each presentation. The presentation will be graded on both the quality of the paper and of the presentation itself. You need to post your PowerPoint slides on UNM Learn by midnight before your presentation.

3) A team analysis report (4 pages, double spaced, Time New Roman, 12). You will use the concepts and theories of team processes (session 8-12) to illustrate and analyze some “events” in your team.

**Missing Assignments and Grade Reduction Schedule**

Except for the book review, all the assignment due dates are marked in the syllabus. If your assignment is not submitted on time, I will deduct 5% per day (e.g. if your assignment is graded as 100, the maximum grade you could possibly receive after a one-day late submission would be 95, after 2 days 90, after 3 days 85, and so on). I will grade any work submitted after 7-day delay with a ZERO (the same grade I would give if you did not submit your work). Be aware that a zero mark in one of the assignment may seriously hinder your chances of passing the course.

**Class Policies**

**Cell Phones and Technology.** As a matter of courtesy, please turn off cell phones, pagers, and other communication and entertainment devices prior to the beginning of class. Notify me in advance if you are monitoring an emergency, for which cell phone ringers should be switched to vibrate.

**Accommodation Statement.** Accessibility Services (Mesa Vista Hall 2021, 277-3506) provides academic support to students who have disabilities. If you think you need alternative accessible formats for undertaking and completing coursework, you should contact this service right away.
to assure your needs are met in a timely manner. If you need local assistance in contacting Accessibility Services, see the Bachelor and Graduate Programs office.

**APA Citation Style.** Assignments and final research proposal should strictly follow APA citation style. The following websites provide basic guidelines:
http://owl.english.purdue.edu/owl/resource/560/01/
http://www.lcc.edu/library/help/citation/apaonline.aspx

**Academic Integrity.** The University of New Mexico believes that academic honesty is a foundation principle for personal and academic development. All University policies regarding academic honesty apply to this course. Academic dishonesty includes, but is not limited to, cheating or copying, plagiarism (claiming credit for the words or works of another from any type of source such as print, Internet or electronic database, or failing to cite the source, fabricating information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. The University's full statement on academic honesty and the consequences for failure to comply is available in the college catalog and in the *Pathfinder*.

**Library and Tutorial Services.** UNM-Main campus provides many library services and some tutorial services for distance students. For library services, go to http://www.unm.edu/libraries/ to link to a specific library or to contact a librarian. For tutorial services, go to http://caps.unm.edu/online to explore UNM’s online services.

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 pg 15 - http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf). This designation requires that any report of gender discrimination which 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 (oeo.unm.edu). For more information on the campus policy regarding sexual misconduct, see: https://policy.unm.edu/university-policies/2000/2740.html

**Grading**

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>20%</td>
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<tr>
<td>Weekly Response to Discussion Questions</td>
<td>10%</td>
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<tr>
<td>Self-Assessment Paper</td>
<td>20%</td>
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<tr>
<td>Book Review</td>
<td>20% (17% book review + 3% comments)</td>
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<tr>
<td>Group Research Project</td>
<td>15%</td>
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<td>Group Research Project Presentation</td>
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<td>Team Analysis Report</td>
<td>5%</td>
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<tr>
<td>Total</td>
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# Course Schedules

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<thead>
<tr>
<th>Date</th>
<th>Session Theme and Readings</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>Aug 24</td>
<td><strong>Session 1: Introduction and Course Overview</strong></td>
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<tr>
<td></td>
<td>• Denhardt et al. Chapter 1. Organizational Behavior as a Way of Thinking and Acting</td>
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<td></td>
<td><strong>Theme I: The Individual</strong></td>
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<tr>
<td>Aug 31</td>
<td><strong>Session 2: Knowing and Managing Yourself I: Personalities and Values</strong></td>
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<td></td>
<td>• Skim work values on O*NET Online.</td>
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<td></td>
<td>(Finish the following self-assessments in Denhardt et al. (pp41-58) before class: Reddin’s Personal Values Inventory, Fundamental Interpersonal Relations Orientation-Behavior, Locus of Control, and Career Orientation Inventory)</td>
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<td>Sept 7</td>
<td><strong>Session 3: Knowing and Managing Yourself II: Perception and Attitudes</strong></td>
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<td>Sept 14</td>
<td><strong>Session 4: Knowing and Managing Yourself III: Emotions, Moods, and Stress</strong></td>
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- Finish the self-assessment of emotional intelligence in Denhardt et al. (pp.59) before class.

**Sept 21  Session 5: Knowing and Managing Yourself IV: Trust, Justice, and Ethical Behavior**

**Sept 28  Session 6: Decision-making**

Optional:

**Oct 5  Session 7: Motivation and Engagement**

Optional:
- Kerr, 1995. On the folly of rewarding A, while hoping for B
Theme II: The Group

Oct 12  Session 8: Working in Groups and Teams I


Optional:

Oct 19  Session 9: Working in Groups and Teams II: Team Building

- No required readings

Oct 26  Session 10: Communicating Effectively with Others

- Denhardt et al. 2015. Chapter 9. Communicating effectively with others.

Optional:

Nov 2  Session 11: Power and Organizational Politics


Nov 9  Session 12: Managing Conflict and Negotiating Effectively

Optional:

**Nov 16** Session 13: The professor is out of town for conference

**Nov 23** Session 14: Performance and Creativity

Optional:

**Nov 30** Session 15: Group Project Presentation

**Dec 7** Session 16: Group Project Paper & Team Analysis Report Due