

# Organizational Behavior Management 401B

**INSTRUCTOR** Christopher Anne Easley, Ph.D., RODC

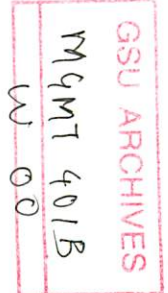
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**Office Hours** Monday and Wednesdays, 9:30 a.m.-11:00 a.m.  
Monday and Tuesdays, 7:00 p.m.-7:30 p.m.  
Other Times, By Appointment

**Class Session** Winter 2000  
Monday- 7:30 p.m.-10:20 p.m.  
Room C3330



## ***Catalogue Description***

Analyzes the behavior of people in organizations. Discusses organizational motivation, leadership, group behavior, communication, and decision making. This is an extension and intensification of the behavioral portion of Management 301, Introduction to Management Strategies. Prerequisite Management 301.

***Credit Hours*** 3 undergraduate credit hours

## ***Syllabus Statement for Persons with Disabilities***

It is the intention of the institution to support full participation of all students, regardless of physical ability level. Therefore, if any student needs consideration of his/her physical abilities in order to complete the course, please notify the instructor as soon as possible.

## ***Course Requirements***

### ***General Overview***

A major goal of this class is to engage the students in a critical evaluation of the real-world workplace issues in context with the theory we will be studying during the course of this trimester. Therefore, we will explore the theories and research in organizational behavior in the context of our own "real" life work experiences. The role of the instructor will be to strike a balance between the presentation of information and the intellectual discovery at the individual and group levels. Therefore, the instructor will not lecture from the textbook and it will be the responsibility of the students to read the required text and other supplemental readings prior to the class.

The nature of the class requires active participation. The class will be a combination of class lecture, role-playing and analysis and discussion of short cases and film. Class participation is required. Case studies

are structured to develop the critical thinking processes and require active participation. In addition to the textbook, you will be assigned additional readings, case studies or other homework deemed necessary to facilitate your learning the material. Your exams will be based upon the textbook, class lecture material, and handouts.

### ***Pedagogy***

Lecture, case study, film, analysis and discussion

### ***Attendance***

Attendance is required for all classes. Students are expected to come to class prepared to discuss the material and to actively participate in the classroom discussions. Each individual is responsible for all material covered in class whether you are there or not. Absenteeism may cause your grade to drop. Absenteeism will also not exempt you from being responsible for the materials covered in the class

### ***Participation***

Class participation is critical to the learning process and will constitute ten percent of the grade. Although there will be a need for a certain amount of lecture, this course is designed to have a significant amount of class discussion and group work. Class meetings will be formatted as opportunities for students to express their ideas and develop reasoned positions, through various learning methodologies, to include simulations, general discussion, and sharing of organizational experience.

### ***Policy on Assignments***

Assignments are to be completed and turned in on the due dates assigned.

### ***Required Texts***

Robbins, S., 1998. Organizational Behavior, Prentice-Hall, Inc., Upper Saddle River, New Jersey.

### ***Expected Student Outcomes***

Students will be expected to develop an understanding and working knowledge of:

1. Individual behavior, group behavior and the management of behavior in organizational settings
2. The theoretical models and frameworks for understanding and working with individual and group behavior in organizations
3. How to apply theory to practice in their individual work environments

It is also expected that students will

1. Demonstrate skills via the organization of ideas and clarity of oral and written communications
2. Complete a group project that incorporates team skills, academic research and demonstrates the ability to apply theory to practice
3. Enhance their ability to learn from experience, to test what is learned against new experience and to extract new learning in a continuing fashion
4. Enhance their ability to behavior effectively in organizational situations

***Academic Ethics:***

Copying material from another source (book, journal, another student, etc.) without proper acknowledgment (e.g. citation and referencing) is considered plagiarism, which is a specific form of cheating. Talking during an exam, looking at another individual's test paper, using crib sheets and exchanging notes during exams are all considered cheating. Presenting a paper that has been presented to another class is unacceptable. These and other forms of breaching academic ethics will result in your failing the course no matter what the quality of the other class work.

***Assignments:***

Exam 1	15 % of the grade
Exam 2	15 % of the grade
Exam 3	15 % of the grade
Class Participation	10 % of the grade
Team Project	30 % of the grade
Article Reviews	15 % of the grade

***Grading Policy***

The grade you will receive will be based on the following:

A	90% to 100 %
B	80 % to 89 %
C	70 % to 79 %
D	60 % to 69 %
F	59 % and below

***Specifics of the Written Assignment:***

Your group projects will incorporate 3-4 individuals per group. Each group will find a case on an organizational restructuring. Based upon your case information, you will identify and assess the cultural, structural, strategic, leadership, power dynamics and human resource issues that led to a need for change. You will also analyze and assess the restructuring process as well as its current outcomes and present an alternative model for restructuring based upon the concepts learned in class. You are required to prepare a formal presentation of this case and your proposed alternative strategies to the class and a written paper to the professor. Your paper is due the thirteenth week of class.

When researching a case, you can begin looking in business magazines such as Fortune, Business Week, Industry Week, etc. You will want to begin your assignment by first, fully describing the company, why it restructured, and how it restructured. This information will constitute your foundation for further analyzing the organizational behavioral issues that may have influenced the need for restructuring and the organization's current outcomes. This information also provides you with a basis for conducting a discrepancy analysis, which becomes your foundation for your proposed alternative strategies. In order to obtain information on your organization you will need to start immediately researching and looking at options for interviewing individuals within the proposed companies.

You are to prepare your paper in the form of a written paper, written in APA style, which is due on the 13<sup>th</sup> week of class, incorporating formal citations and references. Failure to properly cite and reference resources will be considered your plagiarizing material, thus cheating. If you are not familiar with APA format, and are comfortable with another format for referencing, you must clear your format through your instructor. When using the APA format, it is suggested that you familiarize yourselves with the most recent publication manual from the American Psychological Association.

As previously stated, you will also be responsible for giving a 10 to 15 minute presentation to the class during the 13<sup>th</sup> week, which will include an overhead or PowerPoint presentation. Due to the nature of your assignment, in concert with your other assignments, it is recommended that you begin to formulate your strategy for organizing work on this team project immediately. The instructor will attempt to provide you with some weekly time during class sessions to meet, with a particular focus on incorporating what we have learned within the class into your group projects, as we matriculate throughout the trimester.

Individuals will be graded on the team's performance. Therefore, it is imperative that as a group, you self-manage the distribution of the work from the beginning of the project.

### ***Exams***

I will reserve the right to conduct either take home or in-class exams. However, Exam #3 will definitely be a take home exam and the due date will be the Monday of the 15<sup>th</sup> week. Generally, your exams are going to be short essays, which will provide you the opportunity to apply the theoretical and practical application of our in class work to a real work context. The exams will not be cumulative.

### ***Article Review***

You are required to research 3 professional journal articles on current issues regarding organizational behavior. You will submit a 3-5-page type written or word processed **summary** and **analysis** of the subject matter covered in the article, with a particular focus on the subject matter as it pertains to a "real" work environment. A copy of the article should accompany the written paper. Your articles are due the following weeks: Week 3, Week 7 and Week 11. The purpose of conducting article reviews are to get you acquainted with referred journal publications, provide you with an opportunity to assess the application of theory to practice and lastly, provide you with the opportunity, as a practitioner, to critically analyze current theory.

### ***Class Schedule***

Week 1: January 10th	Chapter 1, 10, 11 and 16
Week 2; January 24	Chapters 1, 10, 11 and 16
Week 3: January 31	Chapters 1, 10, 11 and 16 and Submission of Article #1
Week 4: February 7	Exam #1 Chapter 13
Week 5: February 14	Chapters 14 and 15
Week 6: February 21	Chapters 7, 8, 9 and 12
Week 7: February 28	Chapters 7, 8, 9 and 12 and Submission of Article #2
Week 8: March 6	Catch Up Week

Week 9: March 13

Exam #2  
Chapter 2

Week 10: March 20

Chapters 3 and 4

Week 11: March 27

Chapters 5 and 6 and Submission of Article #3

Week 12: April 3

Chapters 5 and 6

Week 13: April 10

Team Projects and Presentations Due  
Administration of Take Home Exam #3

Week 14: April 17

Team Presentations-continued

Week 15: April 24

Exam #3 Due