Course Number & Title: MGMT 401 Organizational Behavior (OBSF94R)
Session: Fall, 1994, Block 1, 7:30 p.m. - 10:20 p.m.
Instructor: Dr. Richard J. Vorwerk
Phone No.: 708/534-4957 Room: C3360
Office Hours:
Monday: 11:30 a.m. - 12:30 p.m.
Tuesday: 5:00 p.m. - 7:30 p.m.
Wednesday: 11:30 a.m. - 12:30 p.m.
Thursday: 3:30 p.m. - 4:00 p.m. (Hines Veterans' Hospital)
Other times by appointment.
Credit Hours: 3 credit hours Reference No.: 11196
Catalog Description: Analyzes the behavior of people in organizations. Discusses organizational motivation, leadership, group behavior, communication, and decision making.

Textbook:

Expected student outcomes:
1. Master ideas, theories and concepts of organizational behavior and be able to discuss behavioral issues in organizations;
2. Enhance ability to learn from experience, to test what is learned against new experience and to extract new learning in a continuing fashion;
3. Develop skills in observing and understanding their living and working experiences;
4. Enhance ability to behave effectively in organizational situations.

Written assignments:
You must complete the Individual Written Assignment and turn it in by December 1. Directions for this paper are as follows:

An important part of a manager's job is that of understanding other people and their behavior, so that individuals' needs and the organization's goals can be meshed and possibly even synergistic. Analyzing someone's personal system (you will receive a handout explaining the personal system) can be useful in understanding how she/he interprets a situation and why she/he behaves as she/he does. Analyzing one's own personal system is also useful as well. It can help form the basis for understanding the ways you behave in the various organizations of which you are a member—including your actions as a group member and what you might do as manager in the situations discussed in this course.
In this paper I would like you to analyze your own personal system. This analysis should include a discussion of your

a. Goals,
b. Competencies,
c. Beliefs about the world,
d. Values,
e. How the above are organized into your self-concept,
f. And your personal propositions.

The paper should not be merely a list of these elements, although you may want to list them or draw diagrams. The point is to illustrate your statement with data about your behavior; that is, give examples of how these elements of your personal system have influenced your behavior in general and within this course in particular.

I realize that there is a norm in our society not to talk about ourselves. However, I believe this paper to be a valuable exercise, and so urge you to violate this norm and to talk about yourself freely, openly, and honestly, for at least 5 and at most 12 typed, double-spaced pages.

Because this paper is personal, I commit to you that what you say in it will be held in strictest confidence. You will be graded on the thoroughness of your discussion, your use of concepts and terminology, and the strength of your conclusions. It is not in my power (or desire) to grade you as a person—you could say that one of my values is that of accepting each individual for what she/he is. I hope that is reflected in the grading criteria.

One final note. This paper is not something that can be done overnight. I urge you to begin thinking about its content now, and write it carefully. Several drafts may be necessary. I hope it will be a useful exercise in understanding your own behavior in organizations.

Tests:

The material to be covered in the three tests can be found in the text and in the material covered in class. The tests will be comprised of true-false, multiple-choice, and essay questions.

Grading: Class Participation - 15% Test 1 - 20%
       Paper - 20% Test 2 - 20%
               Test 3 - 25%

Class Schedule:

September 6: Chapter 1: Organizational behavior in the 1990s, 3-32
            Appendix: How do we know what we know about organizational behavior? A1-A19

September 13: Chapter 2: Organizations 2001 and managerial challenges, 35-72
                Chapter 3: Personality, perception, and attribution, 77-108
September 20: Chapter 4: Attitudes, values, and ethics, 111-138
Chapter 5: Motivation in organizations, 141-169

September 27: Chapter 6: Learning and performance management, 171-199

October 4: First exam: Covers all material taken since the beginning of the course.

October 11: Chapter 7: Stress and well-being at work, 201-229

October 18: Chapter 8: Communication, 233-262
Chapter 9: Work groups and teams, 265-293

October 25: Chapter 10: Decision making by individuals and groups, 295-327
Chapter 11: Power and political behavior, 329-354

November 1: Chapter 12: Leadership and followership, 357-387

November 8: Second exam: Covers all material taken since the last exam.

November 15: Chapter 13: Conflict at work, 389-420

November 22: Chapter 14: Jobs and the design of work, 425-452
Chapter 15: Organizational design and structure, 455-484

November 29: Chapter 16: Organizational culture, 487-517
Chapter 17: Career management, 519-547
Individual Written Assignment due.

December 6: Chapter 18: Managing change, 549-580

December 13: Third exam: Covers all material taken since the last exam.