Course Number and Title: MGMT 401 ORGANIZATIONAL BEHAVIOR

Session: Spring/Summer 1996, Block 2
Tuesday/Thursday, 5:00 - 8:00 p.m.

Instructor: Dee Goodale-Mikosz, MSW/ L.S.W.

Phone Number: 708/534-5000 Ext. 5306

Office Hours: AFTER CLASS
Preferably by an appointment made in advance

Credit hours: 3

Catalog 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 MGMT 301, Principles of Management.

Prerequisites: MGMT 301


By the end of the Trimester student outcomes will be:

1. Mastery of the theories, practical application of organizational behavior, and opportunities for its use in your lives and those with whom you interact.

2. Enhancing your experiential knowledge of the concept of TOTAL QUALITY MANAGEMENT and its effects on the workplaces of the 1990’s and beyond.

3. Making the valuable connections between globalization, cultural diversity, technology, and ethics that now challenge and will continue to challenge the workplace and its employees.

4. Development of skills and understanding of organizational behavior to enhance your ability to use them in workplace situations.

Written Assignment:
As we study and review each of the chapters in our text, you will begin to compare what you are learning through your reading and the experiential exercises that will be a part of our classes to what you know to be fact in the organizations to which you belong. Your assignment is to complete an analysis of an organization (preferably a place of work) to which you belong or have belonged to in the recent past using as a guide the topics covered within the eighteen chapters of our text. Some of the highlights and discussions in your paper should include: formal/informal organization, organizational ethics, cultural
diversity, performance issues, TQM, values, rewards, training, etc. At its completion this paper should look like a "snapshot" of your organization which shows how well it is performing on the specifics covered within the Trimester. You will be acting as if you are a consultant to the organization. The "you" I have been referring to will be completed as a three to four person "group assignment."

In order to complete this assignment, you may need to interview various managers/supervisors in your workplace/organization, do historical research on your organization, and will need read articles and books other than your text, etc.

Your paper must be at least 20 (twenty) pages in length and NO LONGER than 25 (twenty-five) pages in length double spaced. Any references included should be noted by using APA style. Because of the nature of this paper, I will adhere strictly to the rule of confidentiality. You will be graded on the thoroughness of your discussion, your use of concepts and terminology in the light of the organization you choose to work with, and the strength of your overall conclusions regarding how successful your organization has been and continues to be regarding the overall topic of organizational behavior and its fit into the workplace culture that the 1990's has created. THIS PAPER IS NOT SOMETHING THAT CAN BE ACCOMPLISHED OVERNIGHT. PLEASE BEGIN TO THINK ABOUT ITS CONTENTS TODAY AND WRITE IT CAREFULLY. NOTE: Grammar, spelling, punctuation, and sentence structure are a must in today’s world. Grading of the papers will weigh these necessary parts of communication.

Class Format and Methods:

During class through lecture and experiential exercises we will explore the various aspects of organizational behavior based on our text, class handouts, videos, and guest speakers. We will learn through the discussions generated by our personal experiences and the assigned exercises that will be done in teams during class time. Each of you is encouraged to bring in articles, etc. that relate to the topics we will be discussing throughout the trimester so that we can keep a current perspective in relation to our discussions. You are also encouraged to keep a diary throughout the duration of the class as it will help you in the formulation of your paper.

Tests and Grading:

The material covered in the tests to be given will come from our text, lectures, exercises, handouts, videos, guest speakers and any other pertinent information discussed in class. The tests will be comprised of true-false, multiple choice, and essay. There will be two tests - a mid-term and a final. The final will not be all inclusive but cover only that portion of material covered after the mid-term.

Attendance and Class Participation - 15% Mid-term - 25%

Paper - 25% Final - 35%

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.
May 14: Introductions - Students/Instructor
"Peanut" game
Chapter 1: Introduction, 3-32
Chapter 2: Organizations 2001 and Managerial Challenges, 35-72

May 16: Chapter 3: Personality, Perception, and Attribution, 77-108
Experiential Exercise 3.1 - MBTI Types and Management Styles - 101-103
Chapter 4: Attitudes, Values, and Ethics, 111-138
Experiential Exercise 4.2 - Is This Behavior Ethical - 135

May 21: Chapter 5: Motivation in Organizations, 141-169
Experiential Exercise 5.2 - Work versus Play - 165
Chapter 6: Learning and Performance Management, 171-199
Experiential Exercise 6.2 - Poor Performance - 195

May 23: Chapter 7: Stress and Well-Being at Work, 201-229
Experiential Exercise 7.1 - Sex Role Stressors - 225
Chapter 8: Communication, 233-262
Case: New Job at Bank of Texas - 261

May 28: NO CLASS
Assignment will be given by the instructor to have complete by June 4.

May 30 NO CLASS

June 4: Chapter 9: Work Groups and Teams, 265-293
Chapter 10: Decision Making by Individuals and Groups, 295-327
Experiential Exercise 10.2 - The Wilderness Experience - 321-322

June 6: Chapter 11: Power and Political Behavior, 329-354
Chapter 12: Leadership and Followership, 357-387
Video: "In Search of Excellent" - Tom Peters

June 11: MID-TERM - Chapters 1 through 8
Chapter 13: Conflict at Work, 389-420
Case: Who Pays, and When? - 418

June 13: Chapter 14: Jobs and the Design of Work, 425-452
Experiential Exercise 14.1 - The Meaning and Value of work - 448

June 18: Chapter 15: Organizational Design and Structure, 455-484
Case - Designing a Corporate Structure - 481

June 20: Chapter 17: Career Management - 519-547
Experiential Exercise 17.2 - Plateaued Employees - 544

June 25: PAPERS DUE _ NO LATE PAPERS
Chapter 16: Organizational Culture - 487-517
Guest Speaker(s) - Baxter International

June 27: Chapter 18: Managing Change - 549-580
Guest Speaker - AT & T
July 2: FINAL EXAM - Chapters 9 through 18
Papers returned
STATEMENT ON EXTRA CREDIT
FOR MGMT 401 - ORGANIZATIONAL BEHAVIOR
MAY 14, 1996

ADDENDUM TO THE SYLLABUS

In order to influence your grade in one of the four categories for which grades will be given as they are outlined on the syllabus, students must have an acceptable grade of C or higher. The extra credit would be for a book report on subject matter in book that compliments the course material we are studying. The book for extra credit would need to be agreed upon by both the student and the instructor, at least 150 pages in length, and current. The extra credit assignment would be factored into the current grade for the category it applies to. The extra credit would not replace the current grade for the category.