Title: Problems in Organizational Behavior

Instructor: Dr. Richard J. Vorwerk

Course number: MGMT 810  Reference Number: 21028

Time: Summer, 1993, Block 2, Tuesdays and Thursdays
7:30 p.m. - 10:20 p.m.

Expected Outcomes:
1. Understand individual and group behavior within organizations.
2. Understand such topics as motivation, perception, and communication.
3. Understand how to manage organizations more effectively.
4. Understand how to develop communication, perceptual, observation, analytic, and integrative skills.


Written Assignments:
The written assignment in this class is a paper about you as an individual.
(See handout from Cohen)

An important part of a manager's job is that of understanding other people and their behavior, so that individuals' needs and organizational goals can be meshed and possibly even be synergistic. Analyzing someone's personal system can be most useful in understanding how s/he interprets a situation and why s/he behaves as s/he does. Analyzing one's own personal system can be useful as well. It can help form the basis for understanding the ways we behave in the various organizations of which we are members—especially including our actions as group members and what we might do as managers.

In this paper we 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, and
f. 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 about how these elements of your personal system have influenced your behavior in general and within this course in particular.

The second portion of the paper should consist of a list of your own "Personal Propositions." You should include some comments about the conditions under which each statement is likely to be true. How have these propositions influenced your behavior in this course? How are your personal propositions interrelated with your values, goals, competencies, beliefs, and self-concept? What impact do you think your personal system, self-concept, and propositions will have on your future behavior and future life choices?
There is a norm in our society not to talk about ourselves. However, this paper is a valuable exercise, and so you are urged 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, 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 our values is that of accepting each individual for what s/he is.

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. In the end, we hope it will be a useful exercise in understanding your own behavior in organizations.

Tests: There will be three (3) tests. The text will be tested by true-false and multiple-choice questions and the class discussions by essay questions.

Grading: Participation 15% Test 2 20%
Paper 20% Test 3 20%
Test 1 15%

Office Hours: Monday: 6:30 p.m. - 7:30 p.m.
Tuesday: 6:30 p.m. - 7:30 p.m.
Wednesday: 6:30 p.m. - 7:30 p.m.
Thursday: 6:00 p.m. - 7:30 p.m.
Other times by appointment.

Phone: Office: (708) 534-4957

Class Schedule:
May 4: Introduction
May 6: Organizational behavior: a working definition, 8-18
         Organizational dialoguing: expectations and learning, 19-32
May 11: Management and leadership, 37-58, 73-77
         Behavioral sciences and organizational behavior, 78-90
May 13: The formal organization and the human organization, 91-103
         Small group effectiveness: problem solving, 119-133
May 18: Small group effectiveness: decision making, 139-149
         Small dynamics, 153-184
May 20: Exam 1: covers all material taken since the beginning of the course
May 25: Go over exam
Motivation, 188-214, 218-240
Perception, 241-262, 275

May 27: Communication, 276-296, 305-309
The design of work, 316-329, 339-342

June 1: Planning and control, 343-364
Creativity and innovation, 365-379, 393-396

June 3: Management of technology and quality, 397-414

June 8: Exam 2: covers all material taken since the last exam.

June 10: Go over test
Individual effectiveness: personal growth and transactional analysis, 418-433
Career planning and development: individual and organizational effectiveness, 442 - 458

Work-team effectiveness: team building, 480-502
Individual written assignment due

June 17: Organizational effectiveness: culture, change, and development, 503-518

June 22: Exam 3: covers all material taken since the last exam.