

Governors State University

College of Business and Public Administration

Revised: 5/15/98

This syllabus and related materials, such as grades, can be found on the internet at:
www.govst.edu/users/grvorwer/home.html

Title: Problems in Organizational Behavior (POBS98)
Instructor: Dr. Richard J. Vorwerk
Course Number: MGMT 810
Reference Number: 310890
Time: Spring/Summer, Block 2, 1998, Mondays and Wednesdays,
7:30 p.m. - 10:20 p.m.
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* Wednesday: 5:00 p.m. - 7:30 p.m.
* Other times by appointment.

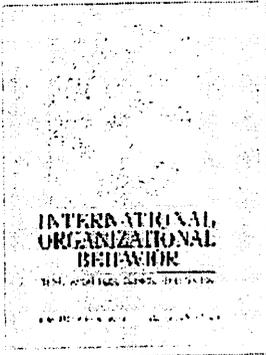


MGMT 810

Course description: Study of the development of organizational theory and critical examination of its value for explaining organizational change and phenomena.

Expected outcomes:

1. Understand individual and group behavior within organizations.
2. Understand motivation, perception, and communication.
3. Understand how to develop communication, perception, observation, analytic, and integrative skills.



Francesco, Anne Marie and Gold, Barry Allen. *International Organizational Behavior: Texts, Readings, Cases, and Skills*. Prentice Hall, 1998.

Written Assignment:

The written assignment in this class is a paper about you as an individual. See the handout. An important part of a manager's job is that of understanding other people and their behavior, so that individual 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. 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, and
- e. how the above are organized into your self-concept.

This paper should not merely be a list of these elements, although you may want to list them or draw diagrams. The point is to illustrate your statements with data about your behavior; that is, give examples about how these elements of your personal system have influenced your behavior.

There is a norm in our society not to talk about ourselves. However, this paper is a valuable exercise and so I 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, 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 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, I hope it will be a useful exercise in understanding your own behavior in organizations. The paper is due June 22nd.

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

<u>Grades:</u>	Participation:	15%	Test I:	20%	A:	90 - 100
*	Paper:	20%	Test II:	20%	B:	80 - 89
*	*	*	Test III:	25%	C:	70 - 79
*	*	*	*	*	D:	60 - 69

Statement for Persons with Disabilities: It is the intention of this 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 schedule:

May 11: Introduction

* Video: Discovering the future

May 13: Chapter 1: The management of international organizational behavior, 3-15

* Reading: Hofstede: Cultural constraints in management theories, 259-271

* Case: A cultural clash in the entertainment industry, 441-444

* Chapter 2: Culture and organizational behavior, 17-35

* Reading: Greer and Stephens: Employee relations issues for U.S. Companies in Mexico, 363-383

* Skill Exercise: Pedersen: Double-loop thinking: seeing two perspectives. 586-590

May 18: No class

May 20: No class

May 25: Memorial Day

May 27: Chapter 3: Ethics and social responsibility, 39-54

* Reading: Vogel: The globalization of business ethics: why America remains distinctive, 272-287

* Case: Button and Bart: Conscience or the competitive edge? (A and B), 445-448

* Skill Exercise: Marcic: Bribery in international business. 594-597

* Chapter 4: Communications, 55-69

* Reading: Thomas and Ely: Making differences matter: a new paradigm for managing diversity, 401-416

* Chapter 5: Negotiation and Conflict, 71-85

* Reading: Weiss: Negotiating with 'Romans'--Part I, 287-301

- * Case: Shekshnia and Puffer, Rus Wane equipment: joint venture in Russia, 464-477
- * Skill Exercise: Gochenour: The owl: cross-cultural sensitivity, 565-568
- June 1: First test: Covers all material taken since the beginning of the course.
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 - June 3: Go over exam.
 - * Chapter 6: Motivation. 87-106
 - * Reading: Kaicheng: Chinese employees' perceptions of distributive fairness. 302-313
 - * Case: Brunner: Buckeye glass company in China, 448-463
 - * Skill Exercise: Batchelder: The east-west game (emperor's pot), 568-573
 - * Chapter 7: Groups and teams. 107-124
 - * Reading: Sinclair: The tyranny of a team ideology, 314-325
 - * Case: Keck and Francesco: The careless collaborators, 478-486
 - * Skill Exercise: Van Buskirk: Japanese decision-making exercise (Ringi/Nemawashi). 605-606
- June 8: Chapter 8: Organizational culture, 125-141
 - * Reading: Schermerhorn and Nyaw: Managerial leadership in Chinese industrial enterprises: legacies of complex structures and communist party involvement, 326-336
 - * Case: Palestrant: Francisco de Narvaez at Tia, 509-527
 - * Skill Exercise: Gold: Onion, iceberg, endive, or ?: Mapping organizational culture, 606-609
 - * Chapter 9: Leadership. 143-161
 - * Reading: Puffer: Understanding the bear: a portrait of Russian business leaders. 337-350
- June 10: Chapter 10: International human resource management, 163-182
 - * Reading: Jones: Management development: an African focus, 351-362
 - * Case: Gold: From Saatchi & Saatchi PLC to Cordiant PLC: rapid change at a global advertising agency, 528-534
 - * Skill Exercise: Wolf: Work values exercise, 602-605
 - * Video:
- June 15: Test 2: Covers all material taken since the last exam.
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 - June 17: Go over exam.
 - * Chapter 11: Organizational structure, 183-200
 - * Reading: Dyer: How Chrysler created an American keiretsu, 384-395
 - * Case:
 - * Skill Exercise:
- June 22: Chapter 12: Organizational change, 201-219
 - * Reading: Eichhorn: Guidelines for improving the efficiency of government in Germany, 395-401

- * Case: Ellement Maznevski: Ellen Moore: Living and working in Bahrain, 535-551
- * Skill Exercise: Dorfman: Dimensions of national culture and effective leadership patterns: Jofstede revisited, 609-613
- * Chapter 13: Managing diversity, 223-239
- * Reading: Adler: Women managers in a global economy. 417-424
- * Paper due.
- June 24: Chapter 14: The globalization of organizational behavior: future trends. 241-255
- * Reading: Lewis and Cooper: Balancing the work/home interface: a European perspective. 425-438
- * Case: Walsh: Managing a diverse work force in Indonesia, 552-558
- * Skill Exercise: Izumi: Management in the year 2200, 613-620
- * Video: If looks could kill
- June 29: Third exam: Covers all material taken since the last exam.