

GOVERNORS STATE UNIVERSITY
College of Business and Public Administration
MPA at Parkland Program

Course Title: MGMT 810 Problems in Organizational Behavior
Instructor: Henry Lowenstein, Ph.D.
Session: Spring/Summer 1992 Trimester, Block II
Parkland College Campus
Wednesdays 6:00p.m. - 10:00p.m.
(April 29, 1992-June 24, 1992)
Telephone: (708) 534-5000, ext. 2261
Office Hours: At least forty-five minutes before class and
at other times by appointment
Prerequisites: Completion of MGMT 301, MGMT 501 or
equivalent or by permission of Instructor
Textbook: Lau, James B. and Shari, A.B., Behavior in
Organizations: An Experimental
Approach, 4th ed., Irwin Publishing Co., 1988

MGMT 810
GSU ARCHIVES

Course Overview:

A corporation engages in a massive reorganization to improve productivity only to find results disappointing - it blames the economy. An organization installs a new incentive program to improve sales, but finds sales declining - it blames Japanese competition. A bank cuts expenses, freezes budgets, and lays-off employees to improve profits. Service declines, as does business - it blames the Federal Reserve Board. All of these are examples that point out common misconceptions in organizations of the relationship of people, their behavior and "results" within an enterprise or agency.

One of the most important and least recognized functions of management is the role of a manager in positively affecting the behavior of individuals within the organization. While managers are typically focused on financial/production data as a measure of accomplishment, few clearly recognize the short and long term impact of their policies, structure, culture and leadership style on the processes that lead to results. Human behavior continues to be a frustrating "imponderable" within the management process.

In this course, we will examine individual and group behavior within the organization. We will focus on such topics as motivation, perception, control, leadership, groups and group dynamics and communication. Since many of you already work within organizations, the class will have an inventory of diverse experiences to share within the class discussion.

Competencies

Some of the key competencies students should achieve from the course are:

1. Ability to understand and identify organizational situations and analyze their implications from a management perspective.
2. Ability to conceptualize organizational behavior as a critical strategic factor in policy formulation within organizations.
3. Ability to understand, identify, and more effectively utilize (among others) communication, leadership, motivation and analytic skills within organizations to improve effectiveness.

Organizations by definition involve individuals put together into groups (at random) to work together and achieve results. Accordingly, this class is constructed with a strong emphasis on group work in both class discussion and class work. In this way students achieve greater experience and understanding of the organizational behavior concepts.

Requirements and Grading

| | |
|---------------------------|-----|
| Individual Cases (2) | 12% |
| Team Cases (3) | 18% |
| Organization/Team Project | 30% |
| Individual Paper on Team | 30% |
| Class Participation | 10% |

Course Work

The class will be divided into teams during the first session. A discussion of the team concept may be found in the text, Appendix A and B.

-Team Cases

Case studies are assigned for many of the class sessions and are noted on the schedule. For each case assigned and marked with "*", the team will prepare a short report or case analysis. The format will be: a) a short concise statement of the key underlying issue or problem; b) a short analysis of key issues contributing to the problem; c) proposed solutions to the case. These should be typed and be no longer than 2 pages.

-Individual Cases

These follow the same format and rules as Team Cases (above) but involve individual rather than group work.

-Organizational Team Project

The team project represents a subject or topic with organizational behavior implications which the group studies in depth. Each group is to prepare a proposal of no more than three pages to be submitted by the 4th class session. (Note: the entire 3rd class session will be devoted to team meetings).

The final team project paper will be typed and should be no longer than 12 pages. It is due June 24, 1992.

-Individual Paper on Teams

The individual paper on teams is described in the text, Appendix C. In addition pp. 572-573 provides a good list of subtopics to be covered in the paper. The paper should be typed and is limited to no more than 10 pages. It is due session #13.

Date dates for all assignments are noted on the class schedule. The instructor will strive to provide time for team meetings within the class time.

Class Methods:

The class will primarily be lecture and discussion, with a heavy emphasis on discussion. Exercises and videotapes will also be used as appropriate throughout the course.

General Class Policies

1. There will be no smoking in the classroom.
2. You must follow proper registration procedures to be enrolled in the class and receive proper credit. This is your responsibility.
3. Attendance Policy:
 - a. To get the maximum benefit from the course, it is important that you attend every class.
 - b. From time to time, I may introduce material into the class not available in the text.

- c. By the end of the term, I know who you are.
 - d. A substantial portion of your grade is determined by team work and class participation.
 - e. There is a direct correlation between the frequency of student absences and lower grades.
4. Never assume. When in doubt, ask the instructor.
 5. Written work is accepted only before or on the due date.

Schedule

The following schedule is a guide to you on the content and timing of the course. Unless changed by the instructor, all due dates remain as listed. Discussion topics may vary, based on topic interest of the class. Furthermore, videotapes or other material may be substituted by the instructor, as appropriate, and will be announced in advance. Thus, you should keep up to date at all times on readings and be aware of changes in the course schedule, which may occur over the term.

SCHEDULE OF CLASSES AND ASSIGNMENTS

- * = assignment due next class
- ** = assignment due

| <u>Session</u> | <u>Date</u> | <u>Subject</u> |
|----------------|--------------------|---|
| 1 & 2 | 4/29 and 5/6 | <u>Introduction to Organizational Behavior</u> -Overview of course -Exercise 1: Defining Organizational Behavior -Exercise 2: A Dialogue About Organizational Behavior -Assignment to Teams Next Class Assignment: 1. Read Chapters 1-2, 9-10 2. Read Appendices A, B, C <u>Review of Key Concepts in Organizational Behavior</u> -Discussion of key concepts in Organizational Behavior -Team Meetings Assignment: 1. Read Chapters 3-4 2. Exercise 5: Leadership Style and Philosophy (Task 1) Team Meetings -Prepare for final proposal for organizational team projects Leadership and Group Problem Solving -Discuss Exercise 5 -Discuss vision -Exercise 8: NASA Moon Survival Task **Team Proposals Due on May 6, 1992 |

3. 5/13

Assignment:

1. Read Chapters 5-6
- *2. Case Study: Electronic Stock Control Group (Team)

Group Decision Making & Human Organizations

- Discuss case
- Exercise 11: Who Gets Overtime?

Assignment:

1. Read Chapter 8

4. 5/20

Small Group Dynamics

- Discuss case
- Exercise 12: Values in Business
- Exercise 13: Team Development
- Farley Risk Instrument

Assignments:

1. Read Chapter 7
- *2. Case Study: Claremont Instrument Co. (team)

The Script, Actors & Small Group Dynamics

- Discuss case
- Exercise 18: Managerial Action

Assignments:

1. Read Chapters 12-13

Motivation to Work and Intergroup Behavior

- Exercise 16: Motivation to Work
- Exercise 24: Prisoner's Dilemma

Assignments:

1. Read Chapter 15, Appendix N
2. Case Study: Consolidated Bank (discussion only)

5. 5/27

Key Organizational Processes

- Exercise 28: The Job Work Experience Inventory
- Exercise 32: Coping with Organizational Politics
- "Twelve O'clock High" - Exercise & Discussion

Assignment:

1. Read Chapter 17
- *2. Case Study: The Slade Co. (individual)

6. 6/3

Organizational Culture

- Discussion of organizational culture
- External factors & international business

Assignments:

1. Read Chapter 21
- *2. Case Study: Custom Nests (team)

Organizational Effectiveness & Development

- Exercise 44: Dawsons Challenge
- Case discussion

7. 6/10

Planning and Control

- Discussion on control
- Discussion on case and exercise

Assignment:

1. Read Chapter 16
2. Exercise 30, p. 355
- *3. Troutville Police Department (individual)

1. Read chapter 20
8. 6/17 **Current and Future Issues
In Organizational Behavior**
 - Stress Management
 - Legal Environment
 - Exercises 21 and 26
 - Discussion on change in management
 - **INDIVIDUAL PAPERS DUE**

Team Meetings

 - Prepare for Final Papers
and short presentation by each group
on results.
9. 6/24 ****FINAL ORGANIZATIONAL TEAM PROJECTS DUE**
Discussion of Projects and Summary

030492oc