

**Cleveland State University**  
**Maxine Goodman Levin College of Urban Affairs**  
**Department of Urban Studies**

**PAD 604/UST 632: Organizational Behavior**

**Fall 2002**

<b>Instructor</b>	Barbara S. Grano
<b>Office</b>	Lakeland Community College, Room C-2089-d
<b>Office Hours</b>	By appointment: Call (440) 953-7327
<b>Telephone</b>	(440) 953-7327
<b>Fax</b>	(440) 247-5250
<b>Email</b>	<a href="mailto:Bgrano@lakeland.cc.oh.us">Bgrano@lakeland.cc.oh.us</a>
<b>Cancelled Class</b>	If Lakeland or CSU is closed, class is cancelled Listen to television or WTAM 1100 radio

**Special Accommodations:** Students needing special accommodations should immediately inform the instructor as well as contact Mr. Michael Zuccaro, Coordinator of Handicapped Services (216) 687-2015.

**Course Description:** This graduate-level course provides an overview of organizational behavior from a micro perspective. Thus, the focus of this course is on human interaction and relationships within a public organizational setting. The course is designed to give students a broad-based understanding of the field of organizational behavior. It assumes no prior academic background or work in public administration or organizational theory.

The aim of this course is to develop and enrich your understanding of human communication and relationships in organizations from intrapersonal, interpersonal, group and intergroup perspectives.

Classes will be conducted utilizing a synthesis of graduate seminar discussions of assigned readings, experiential exercises, and case study analyses designed to enhance individual appreciation of the depth, complexity, and dilemmas of organizational behavior in the public sector. It is essential that each student come to each class well prepared to participate. Students are expected to attend all classes, read text assignments and identify topics that need clarification, participate actively in discussions, raise questions to ensure thorough understanding and the ability to use the information in contexts outside the classroom.

If an absence is essential, please indicate the reasons for your absence (if possible, ahead of time). Students who miss class are required to make-up the work by writing up and submitting a summary of the material covered during the missed class along with completing any assignments made during his/her absence.

## **Required Texts for PAD 604\***

Robert Kreitner & Angelo Kinicki (2001). *Organizational Behavior* (5<sup>th</sup> ed).  
Boston: Irwin McGraw-Hill

### **\*Please Note:**

Additional readings will be assigned (see last page of syllabus).

Ph.D. students will be required to read and provide a presentation of a classic work as assigned by the instructor.

Reading assignments listed on the syllabus are to be completed before the class session for which they are assigned. Each student must come to class prepared to participate in discussions. The instructor will not cover reading assignments by giving lectures that merely repeat the material. Nonetheless, the material will be the basis for discussion and you will be evaluated on it as well. You will be asked questions about the assigned readings or asked to lead discussions.

## Evaluation for PAD 604

Each student will receive a grade in accordance with University policies.

A	93 - 100	D	70 - 78
B	86 – 93	F	< 70
C	78 - 85		

The final grade will be based upon an ongoing evaluation throughout the term and determined by the following criteria:

Midterm Exam	20%
Book Review	10%
Agency Case Study Project: Team Presentation and Paper	20%
Final Paper	30%
Class participation	20%

**Midterm Exam** – A take home exam that will reflect your understanding and critical analysis of organizational behavior. You will examine three case studies and make your recommendations for solution.

**Book Review** – Each student will review one book about organizational behavior. The summary will explain key concepts and theories so your fellow students can learn of those concepts. A list of books – all available through OhioLink – follows the syllabus.

**Agency Case Study** – Students will team up in two or three groups to examine an organization, analyze the organization apply organizational behavior theory, and make recommendations for organizational improvements. Students will give a 1-hour team report.

**Final Paper** – The final paper will be an examination of your organization or an organization of your choosing. These concepts must be examined:

1. Introduction
2. History
3. Organizational Chart
4. Team Work
5. Leadership
6. Decision Making
7. Diversity
8. Rewards & Conflicts
9. Organic vs. Mechanical Organization, why?
10. Opportunities for the organization and its employees

**Class Participation** - The class participation grade will be based on, among other things, in class discussion, experiential exercises, and case study analyses. With regard to class discussion, the *quality* of thought and *intellectual curiosity* shown counts more than the quantity/volume of verbal participation.

**In addition, throughout the semester, students will meet in small seminar groups. Each student is expected to have read all assigned material and come to class prepared for discussion.** If you miss a class, you will lose 2 points per class missed unless arrangements are made to make up the classwork.

## Course Outline/Schedule

*The instructor reserves the right to adjust the syllabus*

<p>Session 1 August 27, 2002</p>	<p><b>Introduction to Course</b> Individual introductions Philosophical considerations/course expectations Course Introduction Assignment to survival team</p> <p><b>Topics</b> Teams &amp; Team Work</p> <p><b>Exercises</b> How motivated are you to manage? page 23 Group Exercise, page 25</p> <p><b>Visit</b> Lakeland Library and make book assignments</p> <p><b>Assignment:</b> Bring to the next class a list of at least three (3) public or nonprofit agencies you are interested in researching for the Agency Case Study Project</p>
<p>Session 2 September 3, 2002</p>	<p><b>The World of Organizational Behavior</b></p> <p><b>Read:</b> K &amp; K, Chapters 1+ 2</p> <p><b>Topics:</b> Managing Diversity Organizational Culture, Values &amp; Ethics</p> <p><b>Exercises</b> Relationships with Others, page 61 Managing Diversity-Related Interactions, page 63</p> <p><b>Assignments</b> to agency study groups</p>

<p>Session 3 September 10, 2002</p>	<p><b>International OB,</b></p> <p><b>Read:</b> K &amp; K, Chapters 3 + 4</p> <p><b>Exercises</b>  How does your current employer socialize employees?  Page 99  Investigating the difference in moral reasoning between men and women, page 101  Looking into a cultural mirror, page 131  Michael Milken case study, Page 165</p> <p>Are you a risk taker?  <a href="http://www.emode.com/emode/tests/risktaker.jsp">http://www.emode.com/emode/tests/risktaker.jsp</a></p>
<p>Session 4 September 17, 2002</p>	<p><b>Individual Differences</b></p> <p><b>Read:</b> K &amp; K, Chapters 5</p> <p><b>Exercises</b>  What is your cognitive style? Page 166  Anger control role play, page 168</p> <p>Work Behavior Analysis</p> <p><b>Book Reports:</b></p> <ul style="list-style-type: none"> <li>• Gendertraps : conquering confrontophobia, toxic bosses, and other land mines at work / Judith Briles  Student Name</li> <li>• Cultural diversity in organizations : theory, research, &amp; practice / Taylor Cox, Jr  Student Name</li> </ul>

<p>Session 5 September 24, 2002</p>	<p><b>Perception and Attributes</b></p> <p><b>Read:</b> K &amp; K, Chapter 6</p> <p><b>Exercises</b> Diversity assumptions, page 198 Attribution theory, page 200</p> <p><b>Book Reports:</b></p> <ul style="list-style-type: none"> <li>• The character of a corporation : how your company's culture can make or break your business / Rob Goffee and Gareth Jones Student Name</li> <li>• <a href="#">The social psychology of behaviour in small groups</a> / Donald C. Pennington Student Name</li> </ul>
<p>Session 6 October 1, 2002</p>	<p><b>Motivation</b></p> <p><b>Read:</b> K &amp; K, Chapters 7 + 8</p> <p><b>Exercises</b> Job Satisfaction, page 225 Work ethic, page 233 What outcomes motivate employees? Page 267 Missing form group exercise, page 268</p> <p><b>Book Report:</b></p> <ul style="list-style-type: none"> <li>• Corporate Cults/Dave Arnott Student Name</li> <li>• Emotional labor in the service economy / special editors of this volume: Ronnie J. Steinberg, Deborah M. Figart Student Name</li> </ul>

<p>Session 7 October 8, 2002</p>	<p><b>Improving Job Performance</b></p> <p><b>Read:</b> K &amp; K, Chapter 9 Handbook</p> <p><b>Exercises:</b> Lincoln Electric Case study, page 296 Performance feedback, page 297 Rewards case study, page 299</p> <p><b>Book Report:</b></p> <ul style="list-style-type: none"> <li>• The truth about burnout : how organizations cause personal stress and what to do about it / Christina Maslach, Michael P. Leiter Student Name</li> <li>• Taking charge of change : 10 principles for managing people and performance / Douglas K. Smith Student Name</li> </ul>
<p>Session 8 October 15, 2002</p>	<p><b>Mid-Term Exam – No Class – Papers due on October 16, 2002 at 9 am</b></p>
<p>Session 9 October 22, 2002</p>	<p><b>Group Dynamics</b></p> <p><b>Read:</b> K &amp; K, Chapter 10</p> <p><b>Mid-Term Exam Due</b></p> <p><b>Exercises</b> Turner Brothers case study, page 333 Human Resource Problem-Solving Team, page 335</p> <p><b>Book Reports:</b></p> <ul style="list-style-type: none"> <li>• Leadership trapeze : strategies for leadership in team-based organizations / Jeanne M. Wilson, Jill George, Richard S. Wellins, with William C. Byham Student Name</li> <li>• Managing by values / Ken Blanchard, Michael O'Connor with Jim Ballard Student Name</li> </ul>

<p>Session 10 October 29, 2002</p>	<p><b>Individual and Group Decision Making</b> <b>Group Dynamics</b></p> <p><b>Read:</b> K &amp; K, Chapter 11 &amp; 12</p> <p><b>Exercises</b> SmithKline Beecham case study, page 371 Your decision-making style, page 373 The Vroom/Yetton/Jago Decision-making model, page 375 Role conflict, page 389 Space shuttle case study, page 405 Committee decision, page 408</p> <p><b>Book Report:</b></p> <ul style="list-style-type: none"> <li>• Individual motivation : removing the blocks to creative involvement / Etienne Minarik Student Name</li> <li>• Management Challenges for the 21<sup>st</sup> Century/ Peter Drucker Student Name</li> </ul>
<p>Session 11 November 5, 2002</p>	<p><b>Teams &amp; Teamwork</b></p> <p><b>Read:</b> K &amp; K, Chapter 13</p> <p><b>Exercises:</b> Lucent Case study, page 438 Team development, page 440</p> <p><b>Book Report:</b></p> <ul style="list-style-type: none"> <li>• 1001 ways to reward employees / by Bob Nelson Student Name</li> </ul>

<p>Session 12 November 12, 2002</p>	<p><b>Managing Conflict and Negotiation</b></p> <p><b>Read:</b> K &amp; K, Chapter 14</p> <p><b>Exercises</b> Conflict handling style, page 472 Bangkok Blowup, page 473</p> <p><b>Book Report:</b></p> <ul style="list-style-type: none"> <li>• The empowered manager : positive political skills at work / Peter Block</li> </ul> <p>Student Name</p>
<p>Session 13 November 19, 2002</p>	<p><b>Organizational Communication in the Internet Age</b></p> <p><b>Read:</b> K &amp; K, Chapter 15</p> <p><b>Exercises</b> Listening Skills, page 513 Communication styles, page 515</p> <p><b>Group presentation:</b></p>
<p>November 26</p>	<p><b>No Class: Thanksgiving Break</b></p>
<p>Session 14 December 3, 2002</p>	<p><b>Influence Tactics, Empowerment, Politics Leadership</b></p> <p><b>Read:</b> K &amp; K, Chapters 16, 17</p> <p><b>Exercises</b> Upward impression management, page 539 Feel good, page 545 Leadership Role, page 582 Meetings, page 583</p> <p><b>Group presentation:</b></p>

<p>Session 15 December 10, 2002</p>	<p><b>Occupational Stress</b> <b>Organizational Effectiveness</b> <b>Managing Change</b></p> <p><b>Read:</b> K &amp; K, Chapters 18 - 20</p> <p><b>Exercises</b> Social readjustment scale, page 594 Are you burned out? Page 614 Organization Design, page 652 Force Field Analysis, page 689</p> <p><b>Group Presentation</b></p>
<p>Final Exam December 17, 2002</p>	<p><b>Final Paper due</b></p>

## **Books for Review:**

1001 ways to reward employees / by Bob Nelson

The character of a corporation : how your company's culture can make or break your business / Rob Goffee and Gareth Jones

Corporate Cults/ Dave Arnett

Cultural diversity in organizations : theory, research, & practice / Taylor Cox, Jr

Emotional labor in the service economy / special editors of this volume: Ronnie J. Steinberg, Deborah M. Figart

The empowered manager : positive political skills at work / Peter Block

Gendertraps : conquering confrontophobia, toxic bosses, and other land mines at work / Judith Briles

Individual motivation : removing the blocks to creative involvement / Etienne Minarik

Leadership trapeze : strategies for leadership in team-based organizations / Jeanne M. Wilson, Jill George, Richard S. Wellins, with William C. Byham

Management Challenges for the 21<sup>st</sup> Century/ Peter Drucker

Managing by values / Ken Blanchard, Michael O'Connor with Jim Ballard

[The social psychology of behaviour in small groups](#) / Donald C. Pennington

Taking charge of change : 10 principles for managing people and performance / Douglas K. Smith

The truth about burnout : how organizations cause personal stress and what to do about it / Christina Maslach, Michael P. Leiter