

SHAW UNIVERSITY

FALL 2007

PAD 320- 50: ORGANIZATIONAL BEHAVIOR

INSTRUCTOR: DR. RAYMOND O. ALARIBE

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Office Hours: T-TH 9:00 – 11:00AM; 3:00-5:00PM

CLASS DAY/TIME/LOCATION: T-TH 1:00-2:15PM; ISC 103

INTRODUCTION:

This course aims at improving our understanding of organizations and the actions (behaviors) of people who work in them. We shall also study theories that have been formulated about organizations and the actions of their members. Organizational Theory attempts to explain the functioning of organizations in order, like any other theory, to enable prediction and possible control of the results of a given change. The behavior of members of an organization can mean the organization's success or failure to achieve its objectives. Therefore, predicting, understanding and influencing behavior in organizations are important tasks of management.

Organizational behavior is normally analyzed (studied) at three levels: individual, group, and organization system. These represent the elements whose activities determine an organization's expected outcomes. They are the three sources of "behavior" in an organization. Organizations hire their employees first as individuals each bringing with him/her their personal characteristics which will necessarily be exhibited in the workplace. These individuals may eventually be grouped into work teams to carry out specific assignments (e.g., sales). The third level of analysis looks at the kind of bearing (influence) which organizational arrangements like structure, culture, technology and overall management styles have on employee attitudes and behavior. These three levels are, as it were, the actors to watch in an organization.

After the PROLOGUE, the text is organized (PARTS 2-4) in a way that facilitates the watching of each “actor.”

The university catalogue (2006-2011, p. 233) describes this course as follows:

“An examination of the social , psychological, and behavioral aspects of organization, including the concept of administrative leadership.”

FORMAT:

Class will be lecture and discussion. It is to your advantage to attend class regularly, since exams are based largely on class material which is also covered in the text. Participation is strongly encouraged, not only to keep class more interesting, but because learning is more effective if you are involved. Keeping current with the reading not only facilitates participation, but also reduces panic at exam time..

COURSE REQUIREMENTS

- All assignments are due at the beginning of class.
- Points will be deducted for any late assignments.
- All exams are to be taken on the dates scheduled. NO MAKE-UP!
- Class attendance will be taken daily.
- Pay attention to and utilize the various internet resources accompanying the text (See, cover and page xix for web address.)

PLEASE NOTE: PART 4, “Organization System,” deals with topics with which every working adult is familiar. Class presentations will therefore be based on this part. The schedule will be distributed the 3rd week of class.

EVALUATION CRITERIA

Students will be evaluated on the basis of attendance, class participation, examinations (including the final examination), quizzes, and any other assignments required by the instructor.

ETHICS COMPONENT:

Formal organizations (especially private sector ones) are competitive enterprises. They are fertile grounds for one-upmanship. The various methods organizations employ in that game are fraught with ethical temptations.

“Ethics in Business” is a regular discussion. From what they hear on TV, read in the papers and might have experienced in their own workplaces, students should have a lot to say on this issue.

REQUIRED TEXT:

Stephen P. Robbins. 2003. Essentials of Organizational Behavior, 8th ed. (Prentice Hall: Upper Saddle River, N.J.)

LIBRARY COMPONENT:

Research and term-paper questions will be framed in ways that compel the student to incorporate ideas from sources beyond the course required readings. Such materials (available in the REFERENCE and RESERVE sections of the library) include:

- . “Academy of Management Manual” (published monthly)
- V.H Vroom and A.G Jago. 1988. The new Leadership: Managing Participation in Organizations (Upper Saddle River, NJ: Prentice Hall)
- “Academy of Management Journal” (published monthly)
- “Journal of Management Inquiry” (published monthly)

TENTATIVE SEMESTER SCHEDULE

WEEK

CHAPTER/PAGE

PART 1: PROLOGUE

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|----------------------------------|----------------|
| 1. Introduction to OB: The Field | Chp. 1. p. 1-5 |
| Challenges and Opportunities | p. 6-15 |

PART 2: THE INDIVIDUAL IN THE ORGANIZATION

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| 2 Foundations of Individual Behavior : Values, Attitudes, Perception, Learning | |
| | Chp. 2, p. 17-34 |
| 3. Personality & Emotions | Chp. 3, p. 34-47 |
| 4. Early and Contemporary Theories of Motivation | Chp. 4, p. 47-62 |
| 5. WK. 4 Topics Cont'd. | |
| 6. Individual Decision-Making: Rationality and Bounded Rationality | |
| | Chp. 6, p.84-100 |

PART 3: GROUPS IN THE ORGANIZATION

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| 7 Foundations of Group Behavior: Defining and Classifying Groups, Basic Group Concepts, Group Decision-Making | Chp. 7, p.101-118 |
| 8. Understanding work teams: Types of teams | Chp. 8, p.119-129 |
| Turning Individuals into Team Players | p. 130-135 |
| 9. Communication: Functions, Process, Direction | Chp. 9, p. 136-147 |
| Organizational Communication: Barriers to Communication | p. 148-154 |
| 10. Leadership in the Organization | Chp. 10, p. 156-175 |
| 11. Power and Politics in the Organization | Chp. 11, p. 176-192 |
| Power and Sexual Harassment | p. 182-183 |

PART 4: THE ORGANIZATION SYSTEM

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| 12. Organization Structure | Chp. 13, p. 210-228 |
| 13. Organizational Culture | Chp. 14, p. 229-246 |
| 14. WK. 13 topics cont'd. | |
| 15. Human Resource Policies and Practices: | Chp. 15, p. 247-263 |

16. Organizational Change and Development Chp. 16, p. 264-282

17. REVISION AND FINAL EXAM

NB: EVERY CHAPTER ENDS WITH “IMPLICATIONS FOR MANAGERS”

YOU MUST READ THIS. GOOD LUCK!

ASSIGNMENTS, TESTS and POINTS:

3 take-home assignments	10 points each
Class presentation	10 points
Mid-term (in-class) exam	30 points
Final Exam (Term paper)	30 points

NOTE: Please read and adhere strictly to the “Student Classroom Decorum Expectations” issued by the University (see last page). How we all would gain by applying our time wholly to the task of teaching and learning, instead of enforcement and the attendant anger, conflict and embarrassment!

**Student Classroom Decorum Expectations
(Included in all the Faculty Syllabi)**

To enhance the learning atmosphere of the classroom, students are expected to dress and behave in a fashion conducive to learning in the classroom. More specifically, students will refrain from disruptive classroom behavior i.e., talking to classmates, disrespectful responses to teacher instructions; swearing; wearing clothes that impede academic learning such as but not limited to, wearing body-revealing clothing and excessively baggy pants; hats/caps, and/or headdress. Students will turn off telephones prior to entering the classroom. Students who exhibit the behaviors described above, or similar behaviors will be immediately dismissed from class at the third documented offense. The student will be readmitted to class only following a decision by the department chair. The student may appeal the decision of the department chair to the Dean of the College offering the course, and, subsequently, to the Office of the Vice President for Academic Affairs, and then to the President of Shaw University. The decision of the President will be final. Failure to follow the procedures herein outlined will result in termination of the appeal, and revert to the decision of the department chair.

Each behavior construed by the teacher/professor as non contributive to learning will be recorded, properly documented, and appropriately reported to the student and to the chair of the academic department offering the course. The report will be in written form with a copy provided to both the student and the department chair. The faculty member should retain a copy for his/her own records.