

MGMT 4321 – Organizational Behavior
Sul Ross State University – Rio Grande College
Dr. T.C. Carson

Organizational Behavior (OB) is an interdisciplinary field dedicated to better understanding and managing people at work. Organizational Behavior (OB) is an interdisciplinary field drawing from many disciplines including psychology, management, sociology, organization theory, social psychology, statistics, anthropology, economics, information technology, political science, human stress management, decision theory, and ethics. OB is also horizontal, cutting across almost every job category and functional area, making it essential to virtually every business person regardless of their specialization.

Everyone in society lives and works in some sort of organization, group, or system. Most of us spend the majority of our lives within organizations or relating to organizations. In fact, researchers Schaefer and Fassel (1988) point out that “in this society, the person who cannot function organizationally is handicapped.” Organizational Behavior is a course designed to help present and future managers better understand and manage people at work. To accomplish the objectives of this course, we will examine the principal issues that are currently believed to be the most relevant to organizations, the people in organizations, and the organization as a system.

Course Objectives:

The student will be able to:

1. Define and describe organizational behavior and culture and describe the functions of organizational culture. Describe Carroll's global corporate responsibility pyramid and identify the seven general ethical principles.

Assessment: Case studies, unit quiz, internet exercises, written exam.

2. Define diversity and explain the four levels of diversity. Discuss the organizational principles used to effectively manage diversity and explain the methods used by organizations to change organizational culture.

Assessment: Unit quiz, written exam, ethics case study.

3. Identify and describe the Big Five personality dimensions, identify the three components of attitude and explain how attitudes affect behavior. Identify and describe alternative causes of job satisfaction and identify the causes of counterproductive work behavior and the measures used to prevent them.

Assessment: Unit quiz, ethical dilemma exercise, case study, written exam.

4. Contrast Maslow's, Alderfer's, and McClelland's need theories and describe the practical lessons derived from equity theory. Explain the motivating factors of goal setting and explain the practical lessons from goal setting research. Distinguish between extrinsic and extrinsic rewards. Define positive reinforcement, negative reinforcement, punishment, and extinction and state Thorndike's law of effect.

Assessment: Unit quiz, written exam, case study, internet exercise.

5. Describe Tuckman's theory of group development and identify the four sociological criteria of a group. Identify the four types of work teams and identify teamwork competencies and reasons teams fail. Explain the model of decision making styles and summarize the pros and cons of the group decision making process.

Assessment: Unit quiz, written exam, written case study, ethical dilemma case study, internet exercise, written exam.

6. Define the term conflict and distinguish between functional and dysfunctional conflict. Explain how managers can stimulate functional conflict and identify the five conflict-handling styles. Identify and explain responsible use of power. Define organizational politics and explain what triggers it and explain how to manage organizational politics.

Assessment: Unit quiz, role-play exercise, case study, written exam.

7. Define the term leadership and explain the difference between leading and managing. Describe the difference between laissez-faire, transactional, and transformational leadership and explain the leader-member exchange model of leadership. Discuss the external and internal forces that create the need for change and change strategies.

Assessment: Unit quiz, ethical dilemma case study, written exam, internet exercise.

Chapter Lecture Focus:

Chapter 1 – An Historical Perspective of OB, the Managerial Context, Learning About OB.

Chapter 2 – Defining Diversity, Managing Diversity, Barriers and Challenges to Managing Diversity, Practices Used to Manage Diversity.

Chapter 3 – Functions of Organizational Culture, Types of Organizational Culture, Process of Organizational change.

Chapter 4 – Culture and Organizational Behavior, Developing Cultural Intelligence, Understanding Cultural Differences.

Chapter 5 – Self-Concept, Personality, Abilities and Performance, Emotions in the Workplace.

Chapter 6 – Personal Values, Attitudes, Key Work Attitudes, Job Satisfaction.

Chapter 7 – Model of Perception, Stereotypes, Self-Fulfilling Prophecy, Causal Attributions.

Chapter 8 – Content Theories of Motivation, Process Theories of Motivation, Vroom's Expectancy Theory, Motivation Through goal-Setting and Job Design.

Chapter 9 – Goal Setting, Feedback, Reward Systems, Positive Reinforcement.

Chapter 10 – Groups and Social Networks, Roles and Norms, threats to Group Effectiveness.

Chapter 11 – Work Teams, Effective Teamwork, Teams in Action, Team Building and Team Leadership.

Chapter 12 – Models of Decision Making, Dynamics of Decision Making, Group Decision Making.

Chapter 15 – Organizational Influence Tactics, Empowerment, Organizational Politics.

Chapter 16 – What Does Leadership Involve, Theories of Leadership, Full-Range Model of Leadership.

Grades:

Three objective exams will comprise 70% of the grade for this course. Exams will be administered online. Dates for all exams can be found in the Course Schedule. Thirty (30) percent of your grade will come from *Discussion Board Assignments* and a *quiz from each chapter*. The quiz will be administered online. Due dates for the chapter quiz and Discussion Board assignments can be found on the course schedule and on the Discussion Board. Additionally, the *Announcements* page for each week will include due dates for all ancillary assignments.

Text:

The required text for this course is **Organizational Behavior, 10th ed.**, by Kreitner & Kinicki, McGraw-Hill Irwin Publishers.
ISBN: 13: 978-0-07-802936-3

Course Website:

The text website can be located at <http://www.mhhe.com/kreitner10e>. Alternatively, there is a link to this website (Online Learning Center) on the course menu. We will use the course website extensively in this course.

Contact Information:

Dr. Terry C. Carson
tcarson@sulross.edu
830.279.3042 (office)

Office Hours:

Monday through Friday – 8:00 a.m. – 11:30 a.m. Uvalde