



## UNIVERSITY OF MASSACHUSETTS Dartmouth

### MGT 650 ADVANCED ORGANIZATIONAL BEHAVIOR

#### On Line Summer 2010

#### Course Prescription

Organizational Behavior (OB) is the study and application of knowledge about how people, individuals, and groups act in organizations. It interprets people-organization relationships in terms of the whole person, whole group, whole organization, and whole social system. Its purpose is to build better relationships by achieving human objectives, organizational objectives, and social objectives. It encompasses a wide range of topics, including human behavior, change management, leadership, and team development.

In this course you will review the concepts, principles, and practices associated with the effective leadership and sound management of individuals, groups, teams, and organizations.

#### Goals of the Course

In order to contribute to their organization's success, managers need to understand both themselves and the concepts, principles, and practices associated with the effective leadership and sound management of individuals, groups, teams, and organizations.

#### Learning Outcomes

1. To critically review the fundamental managerial skills, behavioral principles and organizational concepts of contemporary business practices.
2. To explore the complexities of managing in a globally integrated environment.
3. To develop skills related to leadership, team development and conflict resolution.
4. To explore competing rationales relating to the nature and purpose of business.
5. To review and understand the use of problem solving skills in individual, group, and team situations.
6. To further develop skills required to effectively communicate coherent written and oral presentations to important stakeholders.

#### Competencies

**1 The student will be introduced to:**

- a. Diagnostic tools for enhancing self-awareness of leadership and managerial styles.
- b. The issues of ethical behavior and diversity in modern managerial practice.

**2. The student will understand:**

- a. Why and how business use diagnostic tools to improve business performance.
- b. The skills and abilities related to power, influence, and leadership and their importance to business success.

**3. The student will be able to:**

- a. Undertake an organizational analysis.
- b. Generate, select and refine options for organizational success
- c. Present written and oral business reports.

## Course Schedule

Teaching Session: Week	Subject	Readings/activities	Learning Outcomes
1. 7/7	<b>Getting started: Understanding “self”</b>	i. You are required to complete and comment on: a. IQ test at : <a href="http://www.intellicetest.com/">http://www.intellicetest.com/</a> b. EQ test at : <a href="http://www.ihhp.com/quiz.php">http://www.ihhp.com/quiz.php</a>	1,3,5
2. 7/9	<b>Organizational Behavior: Culture</b>	<i>critically review:</i> Christensen, C “What is an Organizations Culture?” <i>log 1</i>	1,2,3,4
3. 7/12	<b>Organizational Behavior: International Dimension</b>	<i>critically review:</i> House, Javidan, Hanges, & Dorfman (2002) “Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE” <i>log 2</i>	2,3,4
4. 7/14	<b>Organizational Behavior: People Centric Organizations</b>	<i>critically review:</i> a. Pfeffer, j and Veiga, J.F “Putting people first for organizational success” b. White, R.D. “Managing the Diverse Organization: The Imperative for a New Multicultural Paradigm.” <i>log 3</i>	2,3,4
5. 7/16	<b>Individual Behavior: Perceptions</b>	i. Complete and comment on the following perception tests : <a href="http://mistupid.com/psych/observe.htm">http://mistupid.com/psych/observe.htm</a> <a href="http://www.dothetest.co.uk/basketball.html">http://www.dothetest.co.uk/basketball.html</a> <a href="http://www.dothetest.co.uk/whodunnit.html">http://www.dothetest.co.uk/whodunnit.html</a> ii. <i>critically review:</i> a. Perception in Organization	1,2,3,4,5,6
6. 7/19	<b>Individual Behavior: Motivation</b>	i. <i>critically review:</i> a. Osterlohi et al “Managing Motivation, Organization and Governance” b. Montana et al “Motivating and Managing Generation X and Y On the Job While Preparing for Z: A Market orientated Approach” <i>log 4</i>	1,2,3,4,5,6
7. 7/21	<b>Individual Behavior; Performance improvement</b>	<i>critically review:</i> Zinober “Developing Individuals, Organizations and Systems Through Performance Management: Key to Success in the New Millennium” <i>log 5</i>	1,2,3,4,5,6
8. 7/23	<b>Teams</b>	<i>critically review:</i> Denton “Developing a Performance Measurement System for effective Teamwork”  <b>Hand in first assignment (essay)</b>	1,2,3,4,5
9. 7/26	<b>Decision Making</b>	<i>critically review:</i> Diceman “Consensus Decision-Making: A Guide for Co-operative Organizations” <i>log 6</i>	1,2,3,4,5
10. 7/28	<b>Conflict Resolution</b>	<i>critically review:</i> a. Gatlin et al “Understanding Conflict in the Workplace” b. Gatlin et al “Managing Conflict in the Workplace” c. de Dreu “The virtue and vice of workplace conflict: food for	1,2,3,4,5

(pessimistic) thought”  
log 7

<b>11.</b> <b>7/30</b>	<b>Leadership</b>	<i>critically review:</i> a. Martin “The Changing Nature of Leadership” b. Bennis “The Seven Ages of the Leader”. log 8	1,2,3,4,5
<b>12.</b> <b>8/2</b>	<b>Organizational effectiveness</b>	i. <i>critically review:</i> a. Schmidt “A review of Structure in Fives; Designing Effective Organizations” b. Mintz, J.”G-R-E-A-T Principles Toward A More Effective Organization” log 9	1,2,3,4,5
<b>13.</b> <b>8/4</b>	<b>Managing Change</b>	<i>critically review:</i> “Managing Change and Transition” Harvard Business School Press log 10	1,2,3,4,5
<b>14.</b> <b>8/6</b>	<b>Organizational Audit</b>	Audit report to be handed in	1,2,3,4,5,6
<b>15.</b> <b>8/10</b>	<b>TEST</b>	Take home test and Organizational audit report to be handed	1,2,3,4,5,6

### Learning and Teaching

As a core course that explores fundamental managerial practices teaching will critically review the discipline of Organizational Behavior. Students will then examine how organizational behaviour relates and integrates with the other core functions of business. This will be achieved by critical review of readings, individual assignments and a final test.

### Teaching Staff:

Dr Garry Clayton - Course Coordinator  
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### Course readings:

- i. Christensen, C (2006) “What is an Organizations Culture?” Harvard Business Review Available at:  
<http://www.itfcapmed.mil/docs/Org%20Culture%20Christiansen.pdf>
- ii. House, R., Javidan, M., Hanges, P., and Dorfman, P. 2002 ‘Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE’. Available at:  
[http://www.thunderbird.edu/wwwfiles/ms/globe/Links/jwb\\_globe\\_intro.pdf](http://www.thunderbird.edu/wwwfiles/ms/globe/Links/jwb_globe_intro.pdf)
- iii. Pfeffer, j and Veiga, J.F “Putting people first for organizational success”. The Academy of Management Executive May 1999 v13 i2 p37(1)  
<http://www.2all.co.il/web/Sites/oren-a/Puttingpeoplefirst.pdf>
- iv. White, R.D. “Managing the Diverse Organization: The Imperative for a New Multicultural Paradigm.” Public Administration & Management 4, 4, 1999, pp. 469-493  
[http://www.aueb.gr/users/esaopa/courses/maniatis/99\\_4\\_4\\_4\\_w.pdf](http://www.aueb.gr/users/esaopa/courses/maniatis/99_4_4_4_w.pdf)
- v. Perception in Organization  
[http://python.rice.edu/~arb/Courses/750\\_03\\_chapt6.pdf](http://python.rice.edu/~arb/Courses/750_03_chapt6.pdf)
- vi. Osterlohi, M., Frey, B.S and Frost, J. (2001) “Managing Motivation, Organization and Governance” Journal of Management and Governance

<http://www.iou.uzh.ch/orga/downloads/publikationen/88ostfreyfro.pdf>

vii. Zinober, J.W. (1999) "Developing Individuals, Organizations and Systems Through Performance Management: Key to Success in the New Millennium"

<http://www.sba.muohio.edu/abas/1999/zinjo.pdf>

viii. Denton, D.K. (2007) "Developing a Performance Measurement System for effective Teamwork" International Journal of Quality and Productivity Management Vol. 07, No. 01, December 15, 2007

[http://www.isqpm.org/2007Journal/Developing%20a%20Performance%20Measurement%20system%20for%20effective%20teamwork%20-07D%20-by%20D%20Keith%20Denton%20\\_4\\_.pdf](http://www.isqpm.org/2007Journal/Developing%20a%20Performance%20Measurement%20system%20for%20effective%20teamwork%20-07D%20-by%20D%20Keith%20Denton%20_4_.pdf)

ix. Diceman, J. (2004) "Consensus Decision-Making: A Guide for Co-operative Organizations"

[http://www.communicationism.org/docs/Consensus\\_Decision-Making\\_Booklet\\_0-02-14.pdf](http://www.communicationism.org/docs/Consensus_Decision-Making_Booklet_0-02-14.pdf)

x. Gatlin, J. Wysocki, A. and Kepner, K. (2002) "Understanding Conflict in the Workplace"

<http://edis.ifas.ufl.edu/pdffiles/HR/HR02400.pdf>

xi. Gatlin, J. Wysocki, A. and Kepner, K. (2002) "Managing Conflict in the Workplace"

<http://edis.ifas.ufl.edu/pdffiles/HR/HR02500.pdf>

xii. de Dreu, C.K.W. "The virtue and vice of workplace conflict: food for (pessimistic) thought" Journal of Organizational Behavior 29, 5-18

<http://home.medewerker.uva.nl/c.k.w.dedreu/bestanden/DeDreu%20JOB%202008.pdf>

xiii. Martin, A. (2007) "The Changing Nature of Leadership"

<http://www.ccl.org/leadership/pdf/research/NatureLeadership.pdf>

xiv. Bennis, W. "The Seven Ages of the Leader". Harvard Business Review January 2004 pp46-53 Available at:

<http://www.som.iitkgp.ernet.in/popup/Partha%20Ghosh/Leaders/Seven%20Ages%20of%20A%20Leader.pdf>

xv. Schmidt, T. (2006) "A review of Structure in Fives; Designing Effective Organizations"

[http://msc-cse.com/wp-content/article\\_mintzberg.pdf](http://msc-cse.com/wp-content/article_mintzberg.pdf)

xvi. Mintz, J. "G-R-E-A-T Principles Toward A More Effective Organization"

[http://www.donorsforum.org/publictrust/G\\_R\\_E\\_A\\_T.pdf](http://www.donorsforum.org/publictrust/G_R_E_A_T.pdf)

xvii. (2003) "Managing Change and Transition" Harvard Business School Press

<http://www.bb-india.com/Harvard%20Business%20School%20-%20Managing%20Change%20and%20Transition.pdf>

### Assessment

You will be required to post 10 reading logs, participate in the weekly on line discussion, write an individual assignment worth, undertake a group organizational review/analysis report worth and take a "take home" test.

Activity	Type	Learning Outcome	% course mark
Reading logs	Individual	1,2,3,4,5	10%
Assignment 1	Individual ( 1500 word essay)	1,2,3,5	30%
Assignment 2	Group report	1,2,3,4	30%
Test	Individual 2 hours	1,2,3,4,5	30%

**Reading logs:**

For at least ten of the readings you are required to post a "log" on line. While there is no format for the critically review the following questions will help guide you:

- a. what is the objective of the author/s?
- b. how does the author/s propose to achieve their objective?
- c. what did the author/s actually do?
- d. what do the author/s say they found out?
- e. what do these key points mean to me?
- f. what are the important cross references to other topics and readings in the course?

**Assignments:**

1. How does an understanding of organizational culture, social perception and individual differences ensure managerial efficiency and effectiveness? (due 7/23/10)
2. Write an Organizational Behavior "Audit" for an approved enterprise. (due 8/6/2010)

**Test:**

The test will be a take home, essay style open book expected to take 2 hours. (hand in 8/10/2010)

**Course advice:****Organizational Behavior "Audit" brief****Introduction:**

For an agreed designated enterprise your group is required to complete an Organizational Behavior Audit and present your findings both as a report and presentation.

You will be required to select an organization that is of sufficient size to have a documented strategic plan along with associated management policies and procedures.

**Task:**

The audit itself requires that a critical review be undertaken of the enterprise in terms of concepts and principles you have been studying. In essence you are required to investigate the business impact of the way people are managed.

Look at the nature of the enterprise and ask the pertinent questions that will reveal performance. For example :

**Organizational Culture:** What is the organizational culture of the enterprise?

How does the culture facilitate or hinder the attainment of it's goals?

**Motivation:** What are the sources of motivation utilized by the enterprise?

Is individual motivation aligned with the organizational goals?

**Decision-Making:** What are the modes by which key decisions are made in the enterprise? What are the enablers of good decision making, and what are the barriers to effective decision making?

**Teams:** How effective is the enterprise at using teams? ( in particular are team tasks, teams roles, and team incentives congruent?).

**Organizational Structure:** How aligned is the organizational structure with the enterprises strategic mission?

**Communication:** What is the state and effectiveness of downward, upward, and lateral communication?

**Report:**

A Suggested (not required) structure for your report is as follows:

Executive Summary

Company Introduction

Industry and products – Market Share – Current Status

Revenue, Number of employees  
Level of internationalization  
History – Positives and Setbacks  
Strategy – Mission  
Structure  
Culture  
HR Practices and their Success  
motivation  
team  
conflict resolution  
Unique Aspects  
Recommendations