

ORGANIZATIONAL BEHAVIOR-PAF 508

Fall 2005
Wednesday 5:40

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PURPOSE

The purpose of this course is twofold:

- 1) to introduce key concepts and models of organizational behavior and leadership; and
- 2) to assist in strengthening the skills and perceptual abilities needed to function as an effective manager of people.

COURSE ORGANIZATION AND REQUIREMENTS

This course will consist primarily of lecture and discussion supplemented by individual/small group exercises and student presentations. Students are responsible for completing all reading assignments prior to class meetings and expected to actively participate in class discussions and exercises.

There will be a midterm exam covering both assigned readings and lecture/classroom materials. In addition, each student will prepare an administrative journal as outlined on pages 3 and 4 of this syllabus and discussed in class. Journals are due on November 30th. Students will be asked to share one of their journal entries that night. Late journals will be graded with very little enthusiasm.

COURSE GRADING

Course grades will be based on the following:

- 20%-Class participation (includes preparation, contribution to learning environment, presentations)
- 40%-Midterm
- 40%-Journal

TEXTS

Ott, J. Steven; Sandra Parkes; and Richard Simpson (2003). Classic Readings in Organizational Behavior, 3rd Edition. Belmont, California: Wadsworth.

Denhardt, Robert; Janet Denhardt; and Maria Aristigueta (2002). Managing Human Behavior in Public and Non-Profit Organizations. Thousand Oaks: Sage.

COURSE OUTLINE

<u>Date</u>	<u>Subject</u>	<u>Reading</u>
8/24	Introductions/Overview	
8/31	The Field of Organizational Behavior A. Studying/Managing Individual Behavior B. Learning and Perception	Ott-Intro, Timeline D, D and A- 1, 2
9/7	Motivation and Behavior (Instrumentation)	D, D, and A-6 Ott-10-13, 27
9/14	Conditions for Motivation and Creativity The Organizational Context	Ott-14-17, 25, 26, 29 D, D, and A- 3
9/21	Leadership in Organizations	Ott-1,2 D, D and A-7
9/28	Situational and Transformational Models	Ott-3, 4, 5, 7, 9
10/5	Group Behavior	Ott-18-24 D, D, and A-10
10/12	Power and Politics	Ott-32-36 D, D, and A-8
10/19	MIDTERM	
10/26	Communication	D, D and A-9
11/2	Conflict and Stress	Ott-31 D, D and A- 4,11
11/9	Values and Ethics in Organizational Beh	D, D, and A 14 Ott 40, 41
11/16	Organizational Behavior Research	
11/23	Organizational Culture and Change	D, D, and A-12 Ott-6, 8, 37-39
11/30	Journals Due & Student Presentations/Discussions	

Questions about the Administrative Journal

What is an administrative journal?

The administrative journal is a device for students to make connections between theory and practice in organizational behavior. It will include descriptions of organizational experiences, an analysis of those experiences based on the literature, and the student's reflections on how this analysis might influence their behavior in the future.

Administrative journals should contain at least *five* entries, each organized as follows:

- The first part of the entry will be a description of an organizational experience. It can be drawn from work, school, or any other interactions you have with an organization. The description need not be long and overly detailed, it should only provide the amount of information needed for analysis. It should be as non-evaluative and objective as possible. It can be helpful to write these descriptions as an outside observer. Some of the questions that may be answered are: What was the context or circumstances surrounding the experience? Who was involved? What occurred? What was my role?
- The second part of the entry will be an analysis of the experience drawing from the assigned readings and outside literature. A single experience can be analyzed from more than one perspective. For example, an analysis of an organizational experience might include the application of leadership models, research on communication, and/or literature on organizational politics. You might ask yourself, what theoretical material or research have I encountered or can I find that would help me understand what happened and/or help me better handle these kinds of situations in the future? Again, this analysis should draw from both assigned readings and outside sources as appropriate.
- The third part of each entry is a discussion of learnings. In this section, the student reflects on what was learned from the experience based on his or her analysis. In other words, what has this experience and your analysis taught you about organizational behavior? What lessons can you draw from the experience? What do you want to remember for the future? *The emphasis should be on self-reflection and analysis of your own behavior and role in the situation—not on explaining how others were wrong or displayed inappropriate behavior.* If something worked particularly well, how will you want to apply the lessons from this experience in the future? If things did not go well, what might you have done or how might you have reacted differently? Focus on what you can control and change: You!

Why do I need to use outside sources? How many outside sources do I need?

Part of this assignment is intended to give you some practice consulting and using the literature on organizational behavior to deal with real organizational issues and problems. There is a great deal of information and research that can be very helpful! You need not use an outside source for each entry, but I would encourage you to look for articles and books that can help you address problems and understand and benefit from your organizational experience. I would like to see at least six outside sources in your administrative journal. It is also appropriate to use assigned readings. All of these sources should have full and correct citations.

How will administrative journals be graded?

I will grade your journal based on the extent to which you describe experiences clearly, analyze them logically, apply theory appropriately, and reflect on your analysis in a manner that demonstrates learning. I will also note how many entries (at least six) and outside sources you use. I will also evaluate whether the sources apply to the experiences you describe. Finally, I will assess the quality of writing and clarity of expression. This is not a rough draft or an informal diary. Rather, it is a carefully prepared journal that analyzes selected administrative experiences based on organizational behavior theory and research.