

MGT345:
Organizational Behavior & Theory
Claremont Graduate University
The Peter F. Drucker and Masatoshi Ito Graduate School of Management
Spring 2008

Dates & Times: Tuesdays, 7:00-9:50pm, Burkle

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Required Texts: Ancona, et al. (2005). *Managing for the Future: Organizational Behavior & Processes* (3rd ed.). Cincinnati, OH: Thomson South-Western. ISBN: 0-324-05575-7.

Bolman, L. E., & Deal, T. E. (2003). *Reframing organizations: Artistry, choice and leadership* (3rd ed.). San Francisco, CA: Jossey-Bass. ISBN: 0-7879-6427-1.

Faculty Bio:

Dr. Bligh is an Assistant Professor in the School of Behavioral and Organizational Sciences at Claremont Graduate University. She received her doctorate in Management and Organizational Behavior from the State University of New York at Buffalo. Her research interests focus on organizational culture and the role of leaders in influencing and changing corporate cultures, particularly in post-merger organizations. In addition, her research interests include charismatic leadership, interpersonal trust, and political and executive leadership. Her work has been published in *Journal of Applied Psychology*, *Leadership*, *Employee Relations*, *The Leadership Quarterly*, *Applied Psychology: An International Review*, *Group and Organization Management*, *Journal of Managerial Psychology*, and *The Journal of Business Ethics*, and she was awarded the 2003 Sage Outstanding Paper Award for Research Methods. She also serves on the editorial review board of *The Leadership Quarterly*, is co-editor of an upcoming special issue of *Applied Psychology: An International Review* on follower-centric approaches to leadership, and co-edited a recent book titled *Follower-Centered Perspectives on Leadership: A Tribute to the Memory of James R. Meindl* as part of the *Leadership Horizons* series. Dr. Bligh has helped a variety of public and private sector organizations assess and improve their effectiveness in the areas of leadership development, organizational culture, and change management. Through her work at the Kravis Leadership Institute at Claremont McKenna College and the Center for International Leadership in Buffalo, New York, she has worked in a number of industries, including local and state law enforcement, consulting, healthcare, and real estate. Dr. Bligh received her B.A. in Anthropology from Pomona College and her M.S. in Organizational Culture and Communication from the State University of New York at Buffalo.

Course Overview

Throughout our lives, we spend much of our time in various types of organizations, including commercial enterprises, educational institutions, families, and other social groups outside of the workplace. As an area of study, organizational behavior seeks to understand and explain people's behavior and experiences in these organizations and groups.

This course is a survey of some of the core areas of organizational behavior. The course will cover selected applications on topics such as the changing nature of work, motivation, power and leadership, team dynamics, and organizational change. Organizations are highly complex entities, comprised of multiple individuals and groups whose combined activities produce the output of the organization. In addition, organizations affect the interests of many different people, including employees, investors, suppliers, customers, the communities in which they operate, governments, labor unions, etc. Through this module, we will explore how research and knowledge of OB can be applied in your workplace.

Classes will be mixed-format in nature. I will lecture some of the time; however, much of our time will be spent on interactive activities and discussions. Activities will include group work, video-based discussions, cases, and other experiential activities.

The learning experience in this course depends heavily on each student being prepared to actively participate in every class session. This means that you need to be fully acquainted with the material in the reading modules prior to our meetings. ***I am especially interested in your ability to discuss how the material relates to issues in your organization/industry, and to the personal challenges you face as a manager.***

Course Objectives

1. Read about, critically analyze, and gain a thorough understanding of the main concepts and topical areas of organizational behavior.
2. Develop an understanding of the changing characteristics of organizations.
3. Develop a deeper understanding of leadership and human motivation.
4. Develop an understanding of multiple perspectives through which organizations can be analyzed and understood.
5. Develop an understanding of your role as leaders in organizations, as well as your strengths and limitations.

Course Requirements

The course requirements include (1) reading, comprehending, and reflecting on the reading assignments; (2) attendance and participation in class sessions; (3) completing one learning journal; and (4) completing two in-class exams.

Grading will be as follows:

Learning Journal	30%
Midterm Exam	25%
Final Exam	25%

Participation	<u>20%</u>
Total	100%

Lessons Learned: Individual Learning Journals

Throughout the semester, you will reflect on both the reading material and the in-class discussion/experiences. Your reflections are to be written-up in a “journal.” Prior to beginning the journal, complete the exercise (the short version is fine) at the following website:

<http://www.personal.psu.edu/~j5j/IPIP/>

Your journal should have at least five (5) entries in it (you may choose to either reflect on a specific work day, meeting or workplace situation, or an OB topic or topics of your choice). Each entry should be one to two pages in length and convey to me your motivation and ability to take something away of value to you and/or your organization from this course. Your reflection can include things such as special insights, reflections on your personal characteristics and how they impact your strengths and weaknesses as a leader, the application of concepts, ideas and perspectives that cause you to question and/or reinforce your usual ways of doing things, and the like. Because the primary purpose of your journal is for your own personal reflections, you do not need to edit your entries into formal writing style.

Concluding your journal entries, your task in the **final and sixth entry** is to be self-analytic and reflective about this process overall. During the course and through your learning journal, you will have received a number of different kinds of topics and information of potential relevance to you as a leader. This final entry should attempt to present a coherent picture, in formal writing style, of the importance of specific OB topics to you, your job, and/or your organization. The central question for this entry is **“looking back on this course, what can I take away of value to me and my organization?”** Your final journal entry should be approximately five pages in length, and will be evaluated on the following criteria:

1. **Your diagnostic ability**: the extent to which you can identify areas of overlap between specific course topics and your situation or experiences;
2. **Your analytic and conceptual skills**: the extent to which you are able to integrate your own personal experience and the *various theories and concepts from the course* to reach an insightful understanding of the phenomena under consideration; and
3. **Your communication skills**: the extent to which you are able to communicate your understanding in a clear, non-judgmental and concise manner.

Your completed journal (**five short entries plus one summative final entry**) will be submitted to me electronically in a single file (please save as either .pdf or .doc file, and include your last name in the name of the document) no later than **Tuesday, May 13th at 5pm**. Please include your IPIP-NEO report as an Appendix.

Exams

There will be a Midterm and a Final Exam, as listed in the attached Course Outline. The intent of these exams is simple: To allow you to demonstrate that you have read, interacted with, understood, and synthesized the course material (e.g., readings, class activities, etc.). Both exams will consist of short answers, longer essays, and a case application. Under no circumstances will you be allowed to “make up” an exam.

Class Participation

The format of this course involves a combination of lectures, videos, class discussion, and experiential exercises. Your participation is needed and required. To begin with, this means that you must arrive on time. Late arrivals disturb the flow of classroom activities.

Attending class and contributing to the discussion helps you develop communication skills, problem-solving skills, cooperative learning skills, and interpersonal skills. Thus, participation is essential to the success of the class. Absences should be cleared with the professor in advance.

Finally, attendance is a necessary, but not sufficient, condition to obtain a high participation grade. You are expected to “add value” to class discussions and activities. The class participation component of your final course grade should not be taken for granted; it must be earned.

Policies Regarding Sexual Harassment, Special Needs, & Academic Honesty

Sexual Harassment. "Claremont Graduate University is committed to creating and maintaining a community in which students, faculty, administration, and staff can work together in an atmosphere free from sexual harassment, while respecting our individual roles." Immediately bring matters of sexual harassment to the attention of the professor, dean, or other university authority.

Special Needs. If you have a disability (physical, learning, or psychological) that may make it difficult for you to carry out the course work as outlined and/or requires accommodations such as recruiting note takers, readers, or extended time on assignments, please contact me immediately.

Academic Honesty and Integrity. Students are responsible for honest completion and representation of their work. CGU's Institutional Handbook details the ethical standards and penalties for infractions. See <http://www.cgu.edu/handbook/> for the University's *Policy and Procedures for Violations of Standards of Academic Honesty*. There will be zero tolerance for infractions. If you believe there has been an infraction by someone in the class, please bring it to my attention.

Confidentiality. All papers will be treated as privileged communications to the professor. You may feel free to show your learning journal to anyone you wish, but the professor will ensure your assignments are confidential and will not discuss them with anyone.

Changes to the Syllabus

The syllabus and/or course outline may be modified at the professor's discretion. Changes will be announced in class.

Course Outline

Week 1, January 22nd **Introductions and Course Overview**

Week 2, January 29th **The “New” Organization**

Readings:

- The “new” organization: Taking action in an era of organizational transformation. Ancona, et al. 2005. Complete “Mapping your Organization” (M1: 27-28) prior to class.
- Reframing organizations, chapters 1-2.

Week 3, February 5th **Multiple perspectives on organizations**

Readings:

- Three lenses on organizational analysis and action. Ancona, et al. 2005.

Week 4, February 12th **The Structural Frame**

Readings:

The *Structural* Frame

- Reframing organizations, chapters 3-5.

Week 5, February 19th **Changing Employment Relationships: Motivation in the “New” Organization**

Readings:

The *Human Resource* Frame

- Reframing organizations, chapters 6-8.
- Workforce Management: Employment Relationships in Changing Organizations. Ancona, et al. 2005.

Week 6, February 26th **From Power and Politics to Symbolism**

Readings:

The *Political* Frame

- Reframing organizations, chapters 9-11.

The *Symbolic* Frame

- Reframing organizations, chapters 12-14.

Week 7, March 4th **Managing Cultural Diversity**

Readings:

- Managing cultural diversity. Ancona, et al., 2005.

Week 8, March 11th

Midterm

Week 9, March 18th

No Class, Spring Break

Week 10, March 25th

Negotiation and Conflict Resolution

Readings:

- Negotiation and conflict resolution. Ancona, et al., 2005.

Week 11, April 1st

No Class

Week 12, April 8th

Communication

Readings:

- Roads to successful issue selling. Ancona, et al., 2005.

Week 13, April 15th

Teams and Teamwork

Readings:

- Making Teams Work. Ancona, et al. 2005
- Team Processes. Ancona, et al. 2005.

Week 14, April 22nd

Leadership

Readings:

- Leadership. Ancona, et al., 2005.
- Reframing organizations, chapters 15-17.

Week 15, April 29th

Managing Change in Organizations

Readings:

- Managing change in organizations. Ancona, et al., 2005.
- Reframing organizations, chapters 18-19.

Week 16, May 6th

Final Exam

Learning Journals due Tuesday, May 13th at 5pm

