

Organizational Behavior

EMGT 515

Fall 2008 – Mod 1

Craig L. Pearce

Office: 226 Burkle Building

E-Mail: craig.l.pearce@gmail.com

Web : www.cgu.edu/faculty/pearcec

Course Summary:

This course consists of seven sessions that address the present and future of organizational behavior. For the purpose of this course, we will define organizational behavior as the processes and dynamics of interaction between individuals and groups both within and across organizations. This course will meet on Monday evenings beginning September 8th. The last day of class will be October 20th.

We will begin by examining how organizations are changing and evolving. We will focus on five likely characteristics of organizations of the future: networked; flat flexible; diverse; and global. We will contrast these characteristics with more traditional forms of organization and explore the relative merits of each. For example, more traditional models of organization focus on maintaining internal stability and buffering the effects of the environment while the new organizational form is more focused on linking with the environment and ongoing adaptations. Currently, most organizations are somewhere between the “old” and “new” models and this causes organizational tension. We will examine this tension and explore the forces that appear to be pushing organizations toward the new model.

The basic building block of all organizational behavior is individuals. It is through the aspirations, attitudes and actions of individuals that organizations exist and function. Unfortunately, or fortunately, individuals are extremely difficult to understand and this lack of understanding can often lead to unintended consequences in organizations. Thus, we will explore the underlying dynamics of human motivation. The result of this analysis will entail understanding others, and ourselves, in deeper and more meaningful ways.

From a more macro perspective, we will examine three different “lenses” or perspectives through which organizational behavior can be observed: the strategic design perspective; the political perspective; and the cultural perspective. The strategic design perspective emphasizes the importance of organizational design and structure and focuses on formal roles, policies and procedures. From the strategic design perspective we derive the notion of organizational-environmental fit, where the primary factor driving organizational success is how well the organizational characteristics match the needs of

the environment in which the organization operates. The political perspective emphasizes the varying interests of multiple stakeholders in the struggle to control the organizational agenda. From this perspective we see how resources are allocated and how networks and coalitions emerge, submerge, converge and diverge in ongoing organizational functioning. The cultural perspective emphasizes the making of meaning in organizations and how deeply held attitudes, values, beliefs and assumptions guide organizational behavior in ways that may not necessarily be overtly understood by organizational members. Culture is often formed early in an organization's life and it is passed along through organizational symbols, rites, ceremonies and myths. Culture is persistent and its effects can be profound. Each perspective provides unique insights into the design and functioning of organizations and we will attempt to integrate the perspectives to provide a richer understanding of organizations.

One of the challenges of globalization is determining how well products and services will translate and transfer from their point of origin to alternate global contexts. Another challenge faced in globalization is the complex interplay of organizational and national cultures. When organizations go abroad they address the dilemma of either adapting their organizational practices to the new environment and "do as the Romans do" or maintaining consistency in organizational practices. We will explore this issue through an analysis of the Disney corporation and their foray into international arenas.

Working in the new organizational environment raises many challenges. The flattening of hierarchies, use of teams, increased diversity, and emphasis on networking means that organizational members are likely to be in more contact with more people both inside and outside the organization. This increased contact also increases the likelihood for conflict. In this scenario negotiation and conflict resolution skills become increasingly important and we will examine the latest thinking on negotiation theory and practice.

Managers exist in "issues markets" where choices must be made regarding which issues one supports and which issues one does not support. Beyond mere support, one is faced with decisions regarding which issues one wants to actively "sell" to become institutionalized within the organization. Thus, building on the work on negotiation and conflict resolution, we will explore various organizational issues and how one might go about selling them inside organizations.

To get the full value out of the course, you will need to carefully read the material, taking time to reflect on its significance. Then, in class you will need share your thinking as we develop our mutual knowledge bases together.

Course Objectives

1. Develop an understanding of the changing characteristics of organizations.
 2. Develop a deeper understanding of human motivation.
 3. Develop an understanding of multiple perspectives through which organizations can be analyzed and understood.
 4. Develop an understanding of international issues in organizational behavior.
 5. Develop an understanding of the role of negotiation and conflict resolution in the organization of the future.
 6. Develop an understanding of tactics for selling issues in organizations.
-

Course Policies

1. Regular attendance and preparation for class are expected and will be taken into account in the grading process. Due to the small number of class sessions a maximum of one class absence is allowed but the professor must be notified in advance of such an absence.
2. It is the student's responsibility to turn in assignments on time. No make-up assignments will be given except under the most extraordinary of circumstances.
3. Course grades will be determined on the following basis:
 - a. Self analysis paper (50%)
 - b. Class participation (50%)

Conduct: In all work the Honor Code will be strictly observed.

Course Materials

1. Managing for the Future. Ancona, et al. 2005. Cincinnati, OH: South-western College Publishing. ISBN: 0-324-05575-7.
 2. Reframing organizations: Artistry, choice and leadership (2nd ed.), Bolman and Deal, 1991. San Francisco, CA: Jossey-Bass. ISBN: 0-7879-0821-5
 3. Managing in the 21st century, chapters 1 and 6. Drucker, 1999. New York: HarperCollins. Book ISBN: 0-88730-998-4
 4. Motivation, leadership and organization: Do American theories apply abroad? G. Hofstede, 1980. Organizational Dynamics, (Summer): pages 42-63.
 5. Transactors, transformers and beyond: a multi-method development of a theoretical typology of leadership. C.L. Pearce, H. P. Sims, Jr., J. F. Cox, G. Ball, E. Schnell, K. A. Smith and L. Trevino, 2003. Journal of Management Development, 25(4): pages 273-307.
-

Course Paper

For my own part
I have never had a thought
That I could not set down in words
With even more distinctness
Than that which I conceived it. -- Edgar Allen Poe

Any attempt by managers to improve the motivational levels of their subordinates should be prefaced by a self-examination. -- Steers & Porter

Most people think they know what they are good at. They are usually wrong. -- Drucker

Your task in this paper is to be self-analytic. During the course you will have received a number of different kinds of information of potential relevance to you as a leader. Some of these will come in the form of your behavior during class sessions. Other information will come from your experiences outside class, like where you work or in community groups. This paper should attempt to present a coherent picture of the writer using whatever concepts are helpful with special attention given to the multiple types of data used to arrive at the “picture”. The central question for this paper is **“what do I bring to the role of leader that might influence the way I act in that role?”** You should identify your most important characteristics, provide evidence that these are your most important characteristics and speculate on the potential reactions you might receive when you are in a leadership position, based on these characteristics. This paper should be 5 pages double spaced (not including the title page, table of contents, and appendices—of which the IPIPNEO should be one), 12 point Times New Roman font, 1 inch margins.

Your written assignment will be evaluated on the following criteria:

1. Your diagnostic ability: the extent to which you can identify and organize concrete (and significant) data about phenomena that you are trying to analyze;
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 for reaching an insightful understanding of the phenomena under examination; and
3. Your communication skills: the extent to which you are able to communicate your understanding of human behavior in a clear, non-judgmental and concise manner.

As much as possible, judgments and evaluations should play a limited role in your papers. The objective is to describe and understand human behavior, not simply to evaluate it. We are interested in knowing what happened and why, not who the good and bad people are. We hope that you will be able to develop an empathic understanding of yourself and others, rather than a new way to label and categorize people. Concrete examples of data include: (1) literal quotations of words spoken by people; (2) reports about your own emotions (e.g., I was pleased, upset, delighted, angry, sad, excited, etc.)

from your learning journal; and (3) data from the exercises at the following websites:
<http://cac.psu.edu/~j5j/test/ipipneo1.htm>; <http://www.universityoflife.com/personalitytests.htm>.

The paper should be organized using the following format. There should be a brief introduction indicating what will be covered in the paper. Most papers should identify your three most important characteristics and a section should be devoted to each (some may want to focus on two while others may want to expand to four—the choice is yours). Within the subsections on characteristics you should first focus on articulating evidence in support of your characteristic. Remember, more and different types of evidence are always more persuading than simple assertions. Part of this assignment is to help polish your persuasive writing skills. Then in each of the subsections on characteristics you should speculate on the likely implications of your characteristics when you are in the role of a leader, i.e., how are people likely to react to you given your characteristic. Finally, you should provide a brief conclusion. Also, please attach the results of the IPIP-NEO and any other supporting appendices you deem appropriate.

All papers will be treated as privileged communication to the professor of this course. You may feel free to show your papers to anyone you wish but the professor will abide by the above statement.

Course Outline

Session 1: The organization of the future.

Readings:

Managing in the 21st Century, chapters 1 and 6. Drucker, 1999.
Compilation of articles: The “new” organization: Taking action in an era of organizational transformation. Ancona, et al. 2005.

Exercise:

Mapping your organization questionnaire

Questions for the exercise:

What specific structures or processes in your organization led you to rate it as you did on each of the five features of the new organization?

What skills and knowledge are most important for you in working effectively in this organization?

What skills and knowledge are most important for your direct reports in working effectively in this organization?

What skills and knowledge are most important for your manager in working effectively in this organization?

Suggested readings:

Reframing Organizations, chapters 1 and 2. Bolman & Deal, 1997.

Session 2: Multiple Perspectives on Organizations.

Readings:

Reframing Organizations, chapter 3. Bolman and Deal, 1997.
Compilation of articles: Three lenses on organizational analysis and action.
Ancona, et al. 2005.
Overview
Introduction
The strategic design lens
The organization as strategic design

Case:

Dynacorp

Questions for the case:

What design option would you choose? Top two?
What are the strategic (and underlying) problems facing Dynacorp.?
Which strategic problems do the various options address?
What linking mechanisms do you advocate for ____ option?
What alignment systems do you advocate for ____ option?

Suggested readings:

Remainder of Three Lenses on Organizational Analysis and Action.
Reframing Organizations, chapters 4 and 5. Bolman and Deal, 1997.

Session 3: Multiple Perspectives on Organizations (cont.)

Readings:

Reframing Organizations, chapters 9 and 12. Bolman and Deal, 1997.
Compilation of articles (cont.). Three lenses on organizational analysis and action. Ancona, et al. 2005

Exercise:

Negotiating corporate change

Exercise:

Cultural artifacts exercise

Suggested readings:

Reframing Organizations, chapters 10, 11, 13, 14, and 15. Bolman and Deal, 1997.

Session 4: International Organizational Behavior

Readings:

Motivation, leadership and organization: Do American theories apply abroad?
Hofstede, 1980.
Compilation of articles: Learning across borders. Ancona, et al., 2005.

Multi-part Case:

Disney: from Ancona, et al., 2005.

Questions for the case:

What are the major problems at Disneyland Paris?
Why the overbuilding?
Why Paris?
What about the impact of the travel cost to Orlando?
What is Disney selling?
What do you get from a visit to a US park?
How is Disney's work culture shaped?
Why do employees work so hard?
How would you describe Disney's culture?
What are some artifacts?
What are the values?
What explains the success of Disney Tokyo?
What recommendations do you have for Paris?
What are the key challenges in Hong Kong from the three lenses?

Suggested readings:

From workplace attitudes and values to a global pattern of nations. Pearce and Osmond, 1999.
Metaphors for change: The ALPs model of change management. Pearce and Osmond, 1996.

Session 5: Negotiation and Conflict Resolution

Readings:

Compilation of articles: Negotiation and conflict resolution. Ancona, et al., 2005.

Case:

Alpha and Beta (to be distributed in class)

Suggested readings:

Getting to YES: Negotiating Agreement Without Giving In. R. Fisher, W. L. Ury and B. Patton, 1981, chapters 1-5.

Session 6: Managing Up and Issue Selling

Readings:

Compilation of articles: Roads to successful issue selling. Ancona, et al., 2005.

Exercise:

Issue-selling exercise

Case:

The issue with Inex

Questions for the case:

How would you describe Jones' position in the organization?

What issue is he trying to sell up the hierarchy?

What do you think of the president in all of this? Is this a good developmental experience or an abdication of responsibility? Could the president be more directly helpful to Jones? Should she be?

What do you think about the decision making process in this organization?

What do you think about Chris Davis' actions?

What drives Janet Brown? Why does she behave the way she does?

Suggested readings:

Getting to YES: Negotiating Agreement Without Giving In. R. Fisher, W. L. Ury and B. Patton, 1981, chapters 6-8.

Session 7: Leadership.

Readings:

Compilation of articles: Leadership. Ancona, et al., 2005.

Beyond transactional and transformational leadership. Pearce, et al. 2003.

Cases:

MIT and HP

Questions for the case:

Which of Ancona's five leadership roles do these leaders display? Ex.?

How are these two leaders similar?

How are they different?

How does the Pearce, et al. framework shed new light on these leaders?

How does context play a role in their behavior?

For whom would you rather work?

Which would you rather be like?

Suggested readings:

Shared Leadership: Reframing the Hows and Whys of Leadership. C. L. Pearce & J. A. Conger (Eds.), Sage: Thousand Oaks, CA, 2003.

Further Suggested Readings to Compliment the Course

Shared Leadership: Reframing the Hows and Whys of Leadership. C. L. Pearce & J. A. Conger (Eds.), Sage: Thousand Oaks, CA, 2003.

Management Challenges for the 21st Century. Drucker. HarperCollins: New York, 1999.

The Thinking Organization. H. P. Sims & D. A. Gioia (eds.), Jossey-Bass: San Francisco, CA, 1986.

Images of Organization. Morgan. Sage Publications: Newbury Park, CA, 1986.

Organizational Architecture. Nadler, Gerstein, Shaw and Associates. Jossey-Bass: San Francisco, CA, 1992.

Flow. Csikszentmihaly. Harper and Row: New York, 1990.

Complex Organizations. Perrow. McGraw Hill: New York, 1986.

Organizational Culture and Leadership. Schein. Jossey-Bass: San Francisco, CA, 1992.

Understanding Global Cultures. Gannon and Associates. Sage Publications: Newbury Park, CA. 1994.