

FA 235 MANAGING ORGANIZATIONAL BEHAVIOR – Spring 2006

Location: O'Hare Campus, Saturday, April 1 through June 3, 2006, 9am - noon

Competences

H-2-C (Can identify an organizational problem and design a plan for change based on an understanding of change theories or models)

H-2-D (Can use two or more organizational theories in the analysis of one's experiences in an organization)

H-3-G (Can analyze the impact of social institutions on individual human development)

F-X (To be written by student)

Instructor

Gene McGinnis; 847/931-7720 (voice mail); gmcginnis@ameritech.net

Instructor is available prior to class or by telephone, by appointment.

Course Description

Performing Organizations examines the theories, processes and disciplines that contribute to the success of an organization. Topics dealing with individuals, teams, and formal organizations will be discussed. Among the variety of subjects to be considered are individual motivation; strategic planning; business processes; performance measures and management; organizational structure; teams and groups; leadership; and feedback.

The classroom experience will include lecture, discussion of readings and related topics, case studies, and teamwork; and will provide participants ample opportunities for reflection upon new learning and the application of that learning to real-world situations. Materials used in class include one text, instructor-provided materials, and excerpted case studies.

At the completion of Performing Organizations, participants will be able to analyze a real or hypothetical organization, and identify components, processes and structures relevant to the organization's performance potential, and recommend (and defend) changes leading to optimized performance; will be able to understand the role of individuals and teams within organizations, and the affect organizational norms, values and culture have upon individual behavior; will be able to apply theories learned in class to an organization, team or individual, and analyze two or more elements of the organization, team or individual from a theoretical perspective.

Text

Core Concepts of Organizational Behavior by John R. Schermerhorn, James G. Hunt and Richard N. Osborn. Wiley Press. (ISBN: 0-471-39182-4).

About the Instructor

Gene McGinnis has enjoyed a wide array of professional experiences, including leadership and organizational management, long-range planning, call center and staff operations management, information technology management, training development and delivery, customer service management, and Organization Development and Training consulting. He is currently managing all aspects of training for the deployment of new technology at Chase Insurance.

Gene McGinnis holds a BA in Organization Development and an MA in Organizational Performance from DePaul University, and holds graduate certification in Organization Development from Benedictine University. Gene is a certified professional facilitator.

Methodology and Learning Experience

The classroom experience for this course is designed to be informal, and relies upon interaction between the participants. The learning experience may include lecture, readings, experiential learning activities, and case studies. Other modes of learning may include discussion and review of participant identified examples, peer collaboration, and activities designed to reinforce new learning.

Guidelines for Success

- Attendance. Expected in all class sessions. Participants may miss one class without penalty, with prior notification of the instructor. Participants missing two sessions must negotiate make up work to be done to satisfactorily complete the course. Participants missing three or more classes will be given a final grade of “FX” for all registered competences. Partial absences are considered equivalent to missing an entire class.
- Punctuality. The class will begin on time, and we will end on time. Participants are expected to be ready to engage in learning activities at the beginning of class.
- Preparedness. Weekly assignments should be completed prior to the beginning of class and participants are expected to be ready to engage in discussions at the beginning of class.
- Delivery. All assignments are to be delivered on or before the due date. Late delivery will not be accepted, and will result in course grade(s) being lowered incrementally. Participants who cannot attend a scheduled class in which assignments are due are expected to deliver by the due date regardless of circumstances.
- Integrity. All work presented in class, and in written artifacts, should be the work of the participant, or should have appropriate attribution. Plagiarism of any kind will not be tolerated, and will result in a failing grade for the course and all registered competences.
- Participation. Active participation is strongly encouraged.
- Scholarship. All written assignments should be delivered in a manner consistent with college-level performance, and should reflect a commensurate degree of critical thought and personal reflection. Grades will be lowered for consistent grammatical and/or structural errors.
- Responsibility. Learning is a shared responsibility between the instructor and the participant. If a participant requires assistance outside of the classroom, needs to discuss or negotiate changes in the content or timing of required deliverables, is not learning the subject matter to their personal satisfaction, or has any other unmet need that interferes with their learning, it is their responsibility to contact the instructor to initiate an exploratory discussion at an appropriate time.

Evidence to be submitted

Participants will satisfy the competence requirement(s) of this course by submitting a final paper(s) which demonstrates their understanding of the course subject(s) and their facility with generalization and application of the principal concepts. Evidence will vary, based upon the competences for which the participant has registered. Alternative evidence will be considered and may be approved at the prior discretion of the instructor.

Final papers, or other evidence of learning, are due no later than the last class. Students wishing their final work / papers to be returned should provide a self-address stamped envelope no later than the last scheduled class. Graded papers **will not** be returned to campus for general collection.

All work submitted in writing should follow generally accepted rules of style (Chicago, APA, or MLA), including attribution, bibliography / references, and presentation. Papers should be double spaced, with one-inch margins, using a 10- or 12-point font, include a cover page, numbered pagination and headers containing the author’s name, date, and assignment topic.

The instructor is available to work with individual participants during the quarter to resolve any questions or issues they may have regarding projects or deliverables.

Assessment criteria

Participant evaluation will assess the degree to which the readings, lectures, cases and other class and learning activities are integrated and applied throughout the course, as well as in the final artifact (paper, or other work). Satisfactory assessment will require demonstration of the competence(s) for which the participant is registered. Particular attention will be given to the degree to which the student progresses from abstract learning to concrete application, with an emphasis on providing a rational basis (defense) for decisions made that are grounded in theory or research-based generalizations of the student’s own design.

In general, satisfactory completion of this course requires the participant to aptly demonstrate either significant personal progress between the beginning and end of the class, or the achievement of competence in integration and application of the concepts and practices examined during the course.

Class Schedule

Week Date One	Topics
April 1	<p>Welcome and Introductions Course Overview Syllabus Review Course Expectations</p> <p>Organizational Behavior and the Contemporary Environment Management and the Manager's Challenge Culture, Values and Managing Across Cultures</p>
Assignment	Chapters 1 - 5
Two April 8	<p>Individuals in Organizations Diversity and Individual Differences Personality, Traits, Classifications Beliefs, Values and Attitudes Performance Factors</p>
Three April 15	<p>Values, Attitudes and Perception Job Satisfaction and Attitude Job Satisfaction and Performance The Perceptual Process</p>
Assignment	Chapters 6 - 8
Four April 22	<p>Motivation and Reinforcement Process Theories Content Theories Rewards and Motivation</p>
Five April 29	<p>Learning and Conditioning Reinforcement and Punishment Performance Appraisals and Systems Job Design: Theory and Practice Job Enrichment Goal Setting</p>
Assignment	Chapters 9 - 10

Class Schedule, continued

Week Date	Topics
Six May 6	Groups In Organizations Group Development Task and Maintenance Requirements Communications Decision Making Intergroup Dynamics
Seven May 13	Teams and Teamwork Role dynamics and negotiation Norms Cohesiveness Self-managed teams
Assignment	Chapters 11 - 13
Eight May 20	Managing Organizations Organizational Goals Structures Control Culture Power Politics Empowerment
Assignment	Chapters 14 - 18
Nine May 27	Organizational Processes Leadership Communication Conflict and Negotiation Decision Making Strategic Planning
Ten June 3	Final Review and Assessment
June 10	Finals Final papers due