

**LAST REVIEW: 2009-10**

**NEXT REVIEW: 2014-15**  
*2014-2015*

**STATUS: A**  
*A*

**COURSE TITLE: Applied Organizational Behavior**

**COMMON COURSE NUMBER: MAN3240**

**CREDIT HOURS: 3**

**CONTACT HOUR BREAKDOWN**

*(per 16 week term)*

**CLOCK HOURS:**

*(Voc. Course ONLY)*

Lecture: **48**

Lab:

Clinic:

Other:

**PREREQUISITE(S): None**

**COREQUISITE(S): None**

**PRE/COREQUISITE(S): None**

**COURSE DESCRIPTION:** This course teaches students individual and group behavior in organizations. Students develop an understanding of how organizations can be managed more effectively. Course content includes motivation, group dynamics, conflict resolution, goal setting and rewards, job design, work stress, power/politics, and organizational change and development.

### **UNIT TITLES**

1. Introduction to Organizational Behavior
2. The Foundations of Individual Behavior
3. Individual Behavior in Organizations
4. Group Behavior in Organizations
5. Leadership and Group Behavior in Organizations
6. Organizational Processes and Structure
7. Organizational Change

### **EVALUATION:**

Students will be assessed through a variety of means. Evaluation may include, but is not limited to, the following: exams, quizzes, presentations, portfolios, discussions, class participation, attendance, projects, co-ops, practica, internships, externships, and research reports.

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**UNITS**

**Unit 1: Introduction to Organizational Behavior**

**General Outcome:**

- 1.0 The student shall become familiar with the basic principles and concepts related to organizational behavior. The student will develop an understanding of the foundations of organizational behavior, as well as the various factors influencing organizational behavior.**

**Specific Measurable Learning Outcomes:**

**Upon successful completion of this unit, the student shall be able to:**

- 1.1 Define what is meant by “organizational behavior.”**
- 1.2 Demonstrate the importance of interpersonal skills in the workplace.**
- 1.3 Describe the different roles, functions, and skills of managers.**
- 1.4 Identify the challenges and opportunities managers face in applying organizational behavior concepts to the workplace.**
- 1.5 Explain the impact of quality management and increased globalization and workforce diversity on organizational behavior.**
- 1.6 Identify and explain the components of an organizational behavior model.**

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**Unit 2: The Foundations of Individual Behavior**

**General Outcome:**

- 2.0 The student shall gain knowledge about the foundations of individual behavior and understand how an individual's behavior, attitude, and characteristics influence workplace interactions.**

**Specific Measurable Learning Outcomes:**

**Upon successful completion of this unit, the student shall be able to:**

- 2.1 Identify and define the major components of individual behavior.**
- 2.2 Explain how intellectual ability, biographic characteristics, and learning are related to organizational behavior.**
- 2.3 Contrast the different behavior modification strategies managers use to shape employee behavior.**
- 2.4 Demonstrate how our understanding of intellectual ability, biographical characteristics, and learning are affected by cultural differences.**
- 2.5 Define attitude and explain its relationship to behavior.**
- 2.6 Compare and contrast the different types of job attitudes.**
- 2.7 Define job satisfaction, job dissatisfaction, and summarize the major causes and responses to each.**
- 2.8 Explain how culture may affect worker job satisfaction.**
- 2.9 Define personality, identify and describe the major models and frameworks used to explain personality, and demonstrate how personality can be measured.**
- 2.10 Define values, and contrast generational and cultural differences in values.**
- 2.11 Explain how personality and values influence interactions at work.**

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**Unit 3: Individual Behavior in Organizations**

**General Outcome:**

- 3.0 The student shall understand the relationship between individual processes and organizational behavior.**

**Specific Measurable Learning Outcomes:**

**Upon successful completion of this unit, the student shall be able to:**

- 3.1 Describe perception, attribution theory, and identify and explain the types of short-cuts used in making judgments about others.**
- 3.2 Explain the relationship between perception and decision making and identify common biases and errors in decision making.**
- 3.3 Contrast rational decision-making with bounded rationality and intuitive decision-making.**
- 3.4 List the steps in the rational decision making model and demonstrate how the model can be applied to an organizational behavior problem.**
- 3.5 Explain the role of individual differences, organizational factors, personal ethics, and creativity in making decisions.**
- 3.6 Identify and explain the three key elements of motivation.**
- 3.7 Describe the different early theories of motivation developed by Maslow, Alderfer, McGregor, Herzberg, and McClelland, and evaluate their applicability to contemporary organizational behavior.**
- 3.8 Demonstrate how contemporary theories of motivation can be applied in organizations.**
- 3.9 Demonstrate why all the major theories of motivation are considered culturally bound.**

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**Unit 4: Group Behavior in Organizations**

**General Outcome:**

- 4.0 The student shall become familiar with the foundations of group behavior and understand the relationship between interpersonal processes and the organization.**

**Specific Measurable Learning Outcomes:**

**Upon successful completion of this unit, the student shall be able to:**

- 4.1 Define the meaning of group and differentiate between the different types of groups.**
- 4.2 Identify and describe the five stages of group development.**
- 4.3 Demonstrate how group roles, norms, status, size, and cohesiveness affect individual and group behavior.**
- 4.4 Identify and explain strengths and weaknesses associated with group decision making and evaluate the effectiveness of group decision making techniques.**
- 4.5 Explain the difference between groups and teams, and demonstrate when and why an organization uses work teams to accomplish its objectives.**
- 4.6 Contrast the four types of teams, identify the characteristics of effective teams, and describe the role of the organization in team development.**
- 4.7 Identify and describe the major functions and components of the communication process.**
- 4.8 Distinguish between formal and informal communication, describe the three different directions in which organizational communication can flow, and contrast the three basic methods of communication.**
- 4.9 Demonstrate how barriers to effective communication and cultural differences in communication can be overcome through the selection of an appropriate communication channel.**
- 4.10 Describe the advantages and challenges of electronic communication.**

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**Unit 5: Leadership and Group Behavior in Organizations**

**General Outcome:**

- 5.0 The student shall understand the role of leadership in managing individual and group behavior within the organization.**

**Specific Measurable Learning Outcomes:**

**Upon successful completion of this unit, the student shall be able to:**

- 5.1 Distinguish leadership from management.**
- 5.2 Describe and contrast the trait, behavioral, and situational theories of leadership.**
- 5.3 Distinguish transactional leaders from transformational leaders, and summarize transformational, charismatic, and authentic leadership.**
- 5.4 Identify contemporary leadership roles and challenges that influence interactions between leaders and followers.**
- 5.5 Define power, explain the five bases of power, and explain how sexual abuse can be defined as an abuse of power.**
- 5.6 Define political behavior and distinguish between legitimate and illegitimate political behavior.**
- 5.7 Identify and explain the causes and outcomes of political behavior.**
- 5.8 Define conflict, differentiate between the three different views used to define conflict, and outline the conflict process.**
- 5.9 Define negotiation, distinguish between the two types of bargaining used in negotiation, and outline the five steps of the negotiation process.**
- 5.10 Explain how individual and cultural differences influence negotiations.**

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**Unit 6: Organizational Processes and Structure**

**General Outcome:**

- 6.0 The student shall understand the different methods, processes, and practices involved in establishing and maintaining formal organizational structures.**

**Specific Measurable Learning Outcomes:**

**Upon successful completion of this unit, the student shall be able to:**

- 6.1 Identify and define the six elements of an organization's structure.**
- 6.2 Identify common and contemporary organizational designs, describe the characteristics of each, and outline the advantages and disadvantages of each.**
- 6.3 Explain how mechanistic and organic organizational structures differ, and demonstrate how strategy and other factors affect the choice of organizational structure.**
- 6.4 Define organizational culture, describe its common characteristics, and demonstrate how organizational culture can affect individuals and the organization.**
- 6.5 Explain the factors that create and sustain an organization's culture, and identify and describe the ways in which organizational culture is transmitted to employees.**
- 6.6 Summarize the implications of human resources policies and practices on managerial and organizational effectiveness.**
- 6.7 Identify and describe the employee selection process and the methods used during each stage of the process.**
- 6.8 Identify and describe the different types of employee training and performance evaluations, and explain how they can be used by managers to improve employee performance.**
- 6.9 Describe ways in which diversity and globalization affect human resource management.**

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**Unit 7: Organizational Change**

**General Outcome:**

- 7.0 The student shall understand the factors associated with organizational change and work stress, and become familiar with the approaches used to manage organizational change and work stress.**

**Specific Measurable Learning Outcomes:**

**Upon successful completion of this unit, the student shall be able to:**

- 7.1 Identify and describe environmental and other factors that bring about change in an organization, and distinguish change that is planned from change that is unplanned.**
- 7.2 Identify sources of resistance to change, and explain different strategies used to overcome resistance to change.**
- 7.3 Describe and compare the four major approaches to managing organizational change.**
- 7.4 Explain how organizations that emphasize innovation and learning create a culture for change.**
- 7.5 Define stress, identify potential environmental, personal, and organizational sources of stress, and describe the symptomatic results of stress.**
- 7.6 Outline and explain how stress is managed at both the individual and organizational levels.**