

MGMT 541 ORGANIZATIONAL BEHAVIOR

Spring 2011 Thurs 6:00 PM – 8:30

Lincoln 210 January 13 to April 28

Instructor

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Office Hours By appointment UH 2204
Generally extremely available by e-mail

Objective:

This course is designed to prepare you to lead and manage globally. It is based on the assumption that if you do not have leadership and communication skills that engage people's trust and cooperation, it does not matter what you know because no one will listen to you.

Text Books and Materials:

You will be reading, analyzing, and doing in-class exercises from text and downloaded materials, and using their contents for papers.

- Organizational Behavior: An Experiential Approach (8th Edition)* Osland, Joyce, et al. Prentice Hall; (November 29, 2006) ISBN-13: 978-0131441514 (Yes, you need the 8th edition!)
- Small Giants: Companies That Choose to Be Great Instead of Big*, Burlingham, Bo. Portfolio Trade; Updated edition (March 27, 2007) ISBN-13: 978-1591841494
- Downloaded articles from the UIC Library and my consulting company, **The Co-Creativity Institute**

Approach:

From the beginning you will be applying the readings to your own experience, your own life, and your own career plans. In class exercises will increase your ability to communicate and to invoke the followership and trust of those you manage or collaborate with. You will read and comment on your readings each week before class, allowing the in-class lectures, discussions, and exercises to build upon that knowledge.

Grading:

Grades will be awarded based on summing the points earned from work submitted by May 5.

900 Pts = A 800 Pts = B 700 Pts = C 600 Pts = D

All materials are graded based on the knowledge demonstrated and the quality of analysis. Materials of good quality will receive about 80% of the points indicated. The full "A" level of points is given for excellence, such as superior insight, relating and integrating concepts, personal reflection, or other elements that demonstrate your creativity and managerial expertise.

To earn these points, you will: (points earned for A quality work is shown)

- Top Ten:** Read assigned materials, posting to Blackboard by **Tues noon** a one page "Top Ten List" of your reactions to key points from all of the assigned reading. [5 x 50 pts ea = 250] **Half credit if late.**
- Experiment:** Report experiments with developing aspects of your management [3 x 50 pts ea = 150]
- Resource Briefing.** Brief the class (2-3 minutes, with handout) on a book, management resource, or concept [50 pts] Volunteers will present in each class, and post handout on Blackboard for classmates.
- Management Observation:** with a team, observe and analyze management in action. [150 pts for project, 100 pts for your team participation, based on assessment by team members.]
- Team Dynamics Assessment:** During and after the team project, your team will collaborate on an assessment of your team dynamics and your learnings for future team projects. [100 pts]
- Individual Demonstration of Knowledge:** Write a Course Summary/Life Plan (8-15 pages) that reviews your learnings from the course, explains your career plan, and applies the learnings to develop a strategic plan and activities likely to give you a successful and satisfying life/career [200 pts]
- Extra credit is encouraged, such as points awarded in class for participation. Note that points are added, not averaged, allowing you to make up points with additional effort.

Missed classes require making up the learning with extra credit, such as on-line discussions.

HONOR CODE

You are expected to clearly identify and correctly cite the work and materials of others in work you or your team submits. Your grade will drop by at least a letter for each item that fails to do so. I have no problem with including materials directly from the Internet or other digital sources, but they must be clearly identified, separated from your text, and given accurate source citation.

ASSIGNMENT DETAILS

UPLOADING

All homework is submitted through Blackboard. Individual assignments are submitted through links on the Course Documents page. Team submittals and work to be discussed are uploaded to the appropriate folder on the Discussion Board.

Note: Avoid DOCX, PPTX, XLSX files!!! These documents generated by Office/Word 2007/2010 cannot be read by older versions your classmates may be using. If you are using Office 2007, please "SAVE AS" version 97 or 2003 to get files that everyone can read. TXT files are also hard to read.

READING AND THE "TOP TEN LIST"

A major part of the learning in this course will come from discussing the readings with classmates and working in groups to apply the concepts to your reality, as well as exercises based on preparation activity. Since learning is maximized when everyone has read and thought about the readings, for every assigned set of readings you will prepare before class a "Top Ten List" of the points you found most interesting and/or valuable from the all of the assigned reading for that class. Do not re-explain or summarize the points, but state why you feel each of these points are important. Please limit yourself to a single page for the whole assignment. Post these to the appropriate assignment link in the Course Documents section of Blackboard for me to grade, then go to the discussion area to post in the appropriate folder two of those points you would like to see discussed in class and on the discussion board. Take some time to look over the points your classmates have posted. Post on the discussion area any ideas or comments for extra credit. To give your classmates time to look over your ideas, each top ten list should be posted by noon of Tuesday before the class meeting. Late postings lose half credit.

MANAGEMENT EXPERIMENT REPORT

This assignment requires you to use or develop one or more of your abilities or resources related to management, and report it on a single page in the format shown below. Management resources include your skills, abilities, and character, as well as relationships to people with resources and your access to important tools. This can be an application at work, at home, in your personal life, or wherever you have the opportunity.

1. OBSERVATION/INTENTION: What about yourself or your management capabilities did you decide to improve?
2. STRATEGY/THEORY: What assumptions did you base your plan on? What theory or concepts guided you?
3. PLAN AND EXPECTATIONS: What was your plan, and what did you expect to happen as a result?
4. REPORT OF EXPERIENCE: What happened? How did you feel about it?
5. LEARNING FROM TEST: What lessons did you learn from this experiment?

Post these before the class meeting **both** to the link in the Course Documents area for me to grade and to the designated folder in the discussion area of Blackboard (unless the topic is confidential), then look over the experiments your classmates have done. Post on the discussion area any ideas or comments for extra credit.

RESOURCE BRIEFING (Volunteer for any class)

Each student will introduce the class to management related resources by presenting a short briefing (2-3 min) with handout (1-2 pages). These resources might be a book, a training program, a website, a favorite article, or a particular individual. Your briefing will not "teach" the content, but give people enough information to decide whether they want to know more and access information they can use to learn more. Each class we will have three or four volunteers making their presentations. *I prefer that you do no work to make this presentation.* If possible, share a resource you are already very familiar with.

INDIVIDUAL DEMONSTRATION OF KNOWLEDGE: *COURSE SUMMARY/LIFE PLAN*

This eight to fifteen page paper summarizes your understanding of managing, its role in your life and career, and your long term plans to build and use your managing skills. As a replacement for the final exam, it should review many points from the course learning and apply them to you and your goals. Include not only your learning from reading and lectures but from your experiences with team projects and in-class exercises. Include a specific statement of your personal mission, values, goals, and ethics that will guide you in your life and career. If you are still unclear about your career goals, just discuss your thoughts at this point. Then develop a strategic plan and activities likely to give you a successful and satisfying life/career. If possible, involve in writing this paper your spouse, significant other, mentor, or someone else who knows you well.

MANAGEMENT OBSERVATION TEAM PROJECT

You will team with classmates to conduct an observation of management in action. You will make an informal report (3-5 pages plus PowerPoint) on progress and on team dynamics on March 17, and a final written report ready by April 21, to be presented on April 21 or 28.

1. You will join up to five of your classmates to do this project, well mixed by gender and national origins.
2. Select a workplace where at least five people are being managed, where a boss is being bossed, and where your entire group can observe without interfering. The possibilities are endless. You could do a busy restaurant, a bar, an embassy, a movie theater, an airport, a hospital emergency room, a construction site, a movie set, a museum, or anyplace you have or can arrange legitimate access. Try to pick one where things are going on, where there is a high degree of customer flow, or other stresses to keep management busy.
3. Before going, develop an observation and recording plan. What theories of leadership and motivation are you going to concentrate on? What events and behaviors are you going to look for? Who is going to look for what? How will you record the information? Will you spread out to see different parts of the operation? When will you go to maximize the interesting activity?
4. Visit the place together or in a structured schedule and carry out your observation and recording plan.
5. Meet to analyze and discuss your observations. Which theories of motivation and leadership seem to best fit what you saw? Does the management behavior seem appropriate to the work and to the employees? What recommendations might you have for the management of the place?
6. Write a paper to report this effort, including:
 - A summary paragraph describing the project and results.
 - An introduction which explains what place you chose and why.
 - Observation Methods: summarizing the methods you used
 - Analysis of results: describe what the theories tell you about that operation.

You are encouraged to mention places where you feel the theory is not appropriate to the situation. Also give management related recommendations for the owner, based on your observations and evaluations.

Team Dynamics Assessment

Part of the reason for the team project is to improve your ability to lead and to participate in complex cross-functional and multi-cultural teams. Therefore, during and after the team project your team will collaborate on an assessment of your team dynamics and your learnings for future team projects. Your project status report on March 17 will include a discussion of your team management process.

The final team project report and presentation is due a couple of weeks before the end of the course, allowing the team to meet to complete a Team Dynamics Assessment in which they review the things learned during the process that they would hope to manage in future projects. Tell the story of how the team formed and managed the process. Discuss what worked or didn't, culture based issues, best events in the process, communication problems, management dynamics, suggestions for improvement next time, etc.

I recognize that this might be the toughest part of the course for many teams, but I am convinced that learning to more effectively work with people who are different from you is a critical part of being a manager.

Schedule of Assignments

Note: Top Ten's are in alternate weeks, each preparing you for two weeks of class. Assessment exercises are for your insight. Please do them before class, so you can discuss their relevance with classmates.

Osland: The Organizational Behavior Textbook. Read the Opening Section and "Knowledge Base" of each assigned chapter. Other preparation is not necessary unless I specify it.

Giants: Small Giants (Download) available from course documents page. Click submit link to see. [x] = number of pages

Class	Prep/Homework due	Team Project
Jan 13	Kickoff class: No Preparation Required Optional follow-up readings: Barlow (download) Developing Deliberate Leadership[2] Barlow (download) Styles and Creativity [2]	Get to know classmates
Jan 20	Due Tues Jan 18 TT1 Covering: Friedman (download) Its a Flat World After All Giants Introduction and Ch 1 Free to Choose Osland 2 Theories of Managing People Assessment: Leadership Styles Osland pp32-33 Osland 8 Interpersonal Communication Assessment: Communication Climate Inventory Osland pp 192-4 Barlow (download) Unappreciated AHA [2] Barlow (download) Brainstorming [2] Barlow (download) What do you really want to do? [2]	Get to know more classmates. Suggest project targets
Jan 27	Due Tues Jan 25 EX1 Suggested Focus: Communication (Discussion of previous week's readings continues)	Form project teams
Feb 3	Due Tues Feb 1 TT2 Covering: Giants 2 Who's in charge here Giants 3 Mona Lisa Principle Osland 10 Group Dynamics and Work Teams Barlow (download) Quickstart [2] Barlow (download) Teamwork Goes Both Ways Barlow (download) Cross Cultural Teamwork Osland 5 Individual Motivation Assessment: Story exercise (download) Download: Kerr, On the Folly...	
Feb 10	Due Tues Feb 8 EX2 Suggested Focus: Understanding Motivation (Discussion of previous week's readings continues)	
Feb 17	Due Tues Feb 15 TT3 Covering: Osland 4 Decoding Human Behavior Assessment: Five Factor Model Personality Inventory Osland pp 76-78 Osland 14 Managing Diversity Barlow (download) Elephants and Coconuts [2] Giants 4 Ties that Bind Giants 5 A culture of intimacy Assessment: Osland p 252 Team Assessment Survey (on your project team)	
Feb 24	Due Tues Feb 22 EX3 Suggested Focus: Appreciating Diversity (Discussion of previous week's readings continues)	

Class	Prep/Homework due	Team Project
Mar 3	Due Tues Mar 1 TT4 Covering: Osland 7 Personal Growth and Work Stress Download: Marinero, Getting Anointed for Advancement Barlow (download) Jaques on Bureaucracy Osland 6 Values and Ethics Assessment: Rokeach Values Survey Osland pp 126-127 Barlow (download) Ethics and Values Based Leadership Kristof (Download) Do Gooders with Spreadsheets Giants 6 Galt's Gulch Giants 7 Pass it on	
Mar 17	(Discussion of previous week's readings continues)	Informal Status Report on Project Progress and on Team Dynamics
Mar 24	Spring Break – No Class Meeting	
Mar 31	Due Tues Mar 29 TT5 Covering: Osland 13 Conflict and Negotiation Assessment: Emotional Style Questionnaire Osland pp 339-340 Osland 18 Power and Influence Assessment: Influence Style Osland pp491 Giants 8 The Art of Business and Reflections Barlow (download) The Knowledge Creating Cycle [2]	
Apr 7	(Discussion of previous week's readings continues)	
Apr 14	Team Project Work Night – No class	
Apr 21		Team presentations of Observation Project
Apr 28	Demonstration of Knowledge: COURSE SUMMARY/LIFE PLAN Submit your Team Member Evaluations	Team presentation on Team Dynamics
May 5	NO FINAL. All work due!!	