

## 6301 Organizational Behavior Syllabus

### Instructors'

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### Course Materials:

#### Textbooks:

Clifford Gray and Erik Larson, *Project Management: The Managerial Process, Third Edition*  
Robert Cialdini, *Influence, Science and Practice*  
Leigh Thompson, *The Mind and Heart of the Negotiator*  
Lewicki, Saunders, Minton, *Negotiation: Reading, Exercises, and Case*  
Champoux, Joseph *Organizational Behavior: Essential Tenets*  
Walter Natemeyer and J. Timothy McHon, 3rd Edition, *Classics of Organizational Behavior*  
Vijay Verma, *Managing the Project Team*:

#### Readings:

*The Strategy That Wouldn't Travel* (HBR 96602) Case Study  
The Team Process Observation Guide (excerpted from Arcono et.al. *Organizational Behavior and Processes*  
Kets de Vries: *The Dark Side of Entrepreneurship*  
Goleman: *Leadership that gets results*  
Case : *Jack Welch's Second Wave*  
Krackhardt and Hanson, *Informal Networks: The Company Behind the Chart* (HBR 93406)  
Katzenbach & Smith: *The Discipline of Teams* (HBR 4428)  
Beyerlien, Freedman, McGee, and Moran. *The Ten Principles of Collaborative Organizations* (JOB, sp 03)  
Goffee and Jones - *Why Should Anyone Be Lead by You?* (HBR R00506)  
Kets de Vries - *The Dark Side of Entrepreneurship* (HBR 85609)  
Goleman - *Leadership that gets results* (HBR R00204)  
*Jack Welsh's Second Wave*  
*Karen Leary* (HBR 9-487-020)  
Jeffrey Connor *It Wasn't About Race, or Was It?* (HBR R00502)  
*Erik Peterson* (HBR 9-49-4005)

<p><b>1. Introduction to Organizational Behavior: History, Culture, Ethics</b></p>	<p>This session introduces you to the study of organizational behavior and the relationship between OB and successful project management.</p>	<p>The students will:</p> <ul style="list-style-type: none"> <li>• Describe their organizations, applying accepted definitions of culture and structure to known organizations.</li> <li>• Recognize the complexity, challenge, and opportunity of the people side of project and enterprise management</li> <li>• Apply project leadership and change management insights to address relevant case studies</li> </ul>	<p>Required Reading:</p> <ol style="list-style-type: none"> <li>1. Gray and Larson chapters 1-3</li> <li>2. Champoux, chapters 1-2</li> <li>3. Briefly review the following 3 articles in Natemeyer <ul style="list-style-type: none"> <li>▪ Taylor: Principles of Scientific Management)</li> <li>▪ Weber: Bureaucracy</li> <li>▪ Argyris: The Individual and the Organization</li> </ul> </li> </ol> <p>Assignments:</p> <ol style="list-style-type: none"> <li>1. Prepare 2-3 page summary of Organizational Context Description</li> <li>2. Individual assignment on “<i>Strategy that wouldn’t travel</i>)</li> </ol> <p>Team assignment on <i>Moss and McAdams</i> case and <i>Orion Systems</i> case</p>
<p><b>2. Teams and Team Processes</b></p>	<p>Explores the research and tools for participating in and managing effective groups. Practice identifying and applying the principles and tools of group process to both internal and external groups.</p>	<ul style="list-style-type: none"> <li>• Identify and provide strategies for generating the characteristics of successful project teams.</li> <li>• Analyze a functioning group in terms of: <ul style="list-style-type: none"> <li>○ Membership &amp; Organizational Context</li> <li>○ Communications</li> <li>○ Influence</li> <li>○ Task &amp; Maintenance Functions</li> <li>○ Decision-Making</li> <li>○ Conflict Management</li> <li>○ Atmosphere</li> <li>○ Emotional Issues</li> </ul> </li> <li>• Recognize and describe successful strategies for building and exerting influence in a group.</li> <li>• Apply group process knowledge to the project management environment</li> </ul>	<p>Reading Assignments:</p> <ol style="list-style-type: none"> <li>1. Chapter 10, Champoux</li> <li>2. Review the following chapters in Natemeyer: <ol style="list-style-type: none"> <li>a. Schein, Groups and Intergroup Relationships</li> <li>b. Tuckman and Jensen Stages of Small Group Development</li> </ol> </li> <li>3. Read Chapter 11, Gray and Larson</li> </ol> <p>Assignments:</p> <ol style="list-style-type: none"> <li>1. Team assignment based on 12 Angry Men</li> <li>2. Individual Assignment from page 344 of Gray and Larson</li> </ol>
<p><b>3. Understanding Conflict and Conflict Behaviour-</b></p>		<ul style="list-style-type: none"> <li>• Resolving the problem: Revisit the Alpha Project 2 activity</li> <li>• Dealing with difficult people in negotiations</li> <li>• Strategies for turning confrontation to cooperation</li> </ul>	

		<ul style="list-style-type: none"> <li>• Handling emotions – yours and others</li> <li>• Practice activities: The Consultant and The Outburst</li> </ul>	
<b>4. Communications and Decision Making</b>	This session explores the basic principles of communication and of decision-making in organizations and explores the particular application of these to project management settings	<ol style="list-style-type: none"> <li>1. Recognize the types and characteristics of various communication channels</li> <li>2. Types of &amp; Barriers to Communication</li> <li>3. Culture and Communication</li> <li>4. Identify and apply appropriate various decision Making Models</li> <li>5. Better understand and be able to diagnose how Decisions are made in organizations</li> <li>6. Understand the power of informal networks in organizations.</li> </ol>	<p><b>Reading Assignments</b></p> <ol style="list-style-type: none"> <li>1. Organizational Behavior: Essential Tenets (Champoux) chapters 13-14.</li> <li>2. HBR Article: Informal Networks: The Company Behind the Chart (provided)</li> </ol> <p><b>Individual Assignments</b></p> <ol style="list-style-type: none"> <li>1. Discussion Board: Worksheet A</li> <li>2. Assignment: Worksheets B &amp; C</li> </ol> <p><b>Teleconference</b></p> <ol style="list-style-type: none"> <li>1. Discuss informal networks</li> </ol>
<b>5. Motivating People In organizations</b>	This sessions explore various elements of what motivates people to optimally perform. We will focus on: theoretical and applied motivational concepts, goal setting, reward systems and job design. We will discuss how to leverage this knowledge in general, and how to apply this knowledge specifically to project team performance. The session will include team exercises to help reinforce these concepts.	<p>Objectives include:</p> <ol style="list-style-type: none"> <li>1. understanding when and how to apply motivational concepts;</li> <li>2. project team member reactions to inequity;</li> <li>3. implications of reward systems and job design on individual and team performance</li> </ol>	<p>Reading Assignment:</p> <p>The motivation and job design chapters in Champoux, Organizational Behavior: Essential Tenets (7-9) . Come prepared to discuss what you've learned and how it applies in your workplace.</p> <p>Complete online exam</p>
<b>6. Organizational Culture and Design</b>	This section explores the requirements of and roles for teams in organizations	<ol style="list-style-type: none"> <li>1. Apply the Model of Team Effectiveness to project teams and organizations.</li> <li>2. Recognize the complex and dynamic relationship between teams and the organizations in which they function</li> <li>3. Distinguish between teams and works groups and recognize the discipline requirements for successful team and organizations.</li> <li>4. Recognize and be able to develop successful</li> </ol>	<p><b>Reading Assignments</b></p> <ol style="list-style-type: none"> <li>1. Gray and Larson, chapter 11</li> <li>2. Katzenbach &amp; Smith: The Discipline of Teams (HBR 4428)</li> <li>3. The Ten Principles of Collaborative Organizations (furnished article and handout)</li> </ol> <p>1. <u>Team A &amp; B</u>: Complete Kerzner Office</p>

		project teams, desirable team members, and effective project meetings	<p>Equipment Case; (G&amp;L page 374.)  <u>Team C, D &amp; E</u>: Complete Franklin Equipment, (G&amp;L page 377) Submit to digital drop box by <b>Jan 10 midnight, 2007</b> and bring to (class participation credit)</p> <ol style="list-style-type: none"> <li>Using the Collaborative Organization Assessment (hand out), identify the strengths and weakness of your organization in terms of collaboration. Submit via <i>Assignments</i> on Blackboard by <b>Jan 10 midnight, 2007</b> and bring to class</li> <li>Come prepared to define the extent to which your project works as a team and a work group according to Kazenbach's definitions</li> </ol>
<b>7. Leadership &amp; Management</b>	The session explores the foundation of leadership in general and the particular application of leadership theory to the discipline of in project management.	<ol style="list-style-type: none"> <li>Define leadership and its relationship to influence</li> <li>Discuss the difference between leadership and management.</li> <li>Begin examination of your own view of leadership and the type of leader you want to be.</li> <li>Become familiar with a number of views on leadership</li> </ol>	<ol style="list-style-type: none"> <li>Worksheet L&amp;M: A: Case Analysis: "<i>It wasn't about race-- or was it?</i>" individual graded assignment post by <b>midnight the day before class</b> (through Blackboard/Assignments") <b>6 pts</b></li> <li>Complete the Case on pages <b>344 -347</b> Gray and Larson (Team Assignment 5 points, by <b>midnight of the day before class 4 pts</b></li> <li>Come to class prepared to discuss points from the Kotter article that you found relevant to the discipline of project management</li> </ol>
<b>8. Leading Change in Organizations</b>	The session explores current thinking around leadership and the application of that thinking to the discipline of project management	<p>As a result of this module, you will be able to:</p> <ul style="list-style-type: none"> <li>Differentiate different types of leaders and leadership behaviors</li> <li>Analyze executive behavior in term of recognized strategies for reviewing and improving executive behavior.</li> <li>Begin comparing different types of leadership competence and developing strategies for expanding your own skill sets</li> </ul>	<p><b>Reading Assignment:</b></p> <ul style="list-style-type: none"> <li>Goffee and Jones: "Why Should Anyone Be Lead by You?"</li> <li>Kets de Vries: "The Dark Side of Entrepreneurship"</li> <li>Goleman: "Leadership that gets results"</li> <li>Jack Welch's Second Wave</li> </ul> <p><b>Individual Assignment submit to BB by June 1<sup>st</sup>)</b></p>

			<ol style="list-style-type: none"> <li>1. Using the Leadership Style Checklist and what you learned from your Competency project, describe: 1) what you have learned to do differently as a project leader in the that last nine months and 2) what you hope to do differently in the next year.</li> <li>2. Come prepared to give a five to 10 minute presentation on the topic.</li> </ol> <p><b>Team Assignment submit to Blackboard by midnight June 1st</b></p> <ol style="list-style-type: none"> <li>1. Using Goleman’s typology, analyze the evolution of Welch’s management style and priorities from 1981, when he first became CEO, to the end of the case in 1991. Was his style consistent or did he adapt to changing situations and requirements? Support your analysis with specific examples</li> <li>2. Evaluate Welsh’s performance as a transformation leader, using Kotter’s framework. Could his performance have been improved?<i>(Handout from last session)</i></li> </ol>
<p><b>9. Power and Politics</b></p>	<p>This session explores power and political behavior in organizations in general and in project management organization specifically.</p>	<p>As a result of this module, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Recognize and be able to apply the various sources of power in organizations</li> <li>▪ Recognize and be able to apply strategies for building power within an organization.</li> <li>▪ Recognize and be able to counter political strategies and tactics.</li> <li>▪ Make choices about the ethical and unethical use of power.</li> </ul>	<p><b>Reading Assignment:</b></p> <ul style="list-style-type: none"> <li>▪ Champoux: chapter 15</li> <li>▪ Salancik &amp; Pfeffer: Who Gets Power – and How They Hold On to It (Natemeyer 303-320)</li> <li>▪ French &amp; Raven: The Bases of Social Power (Natemeyer: 253-265)</li> </ul> <p><b>Team Assignment</b></p> <p>(Erik Peterson is the general manager of GMCT. How much power does he really have? What are its sources? How effectively has he used his power?</p>

			<ul style="list-style-type: none"><li>• What kinds of communications issues are apparent in this situation? How have they contributed to Erik's problems?</li><li>• Who has real political power in this organization? Who are Erik's allies and supporters? How are they helping him? Who are his challengers? How are they hurting him?</li><li>• The environment is rife with conflict. What are Erik's top five challenges? Analyze the relationships and identify the sources of conflict.</li><li>• What kinds of political strategies would you recommend to Erik?</li><li>• Compare and contrast Erik Peterson and Jack Welsh. Explain what they have in common and what skills differentiate them.</li></ul> <p>2. A large company with whom you are somewhat familiar has just merged with an Indian company of similar size. Jack Welsh and Eric Peterson have each been suggested as someone who can lead the company through this transition. Discounting any age or industry differences, recommend which of the two you would pick and explain your choice.</p>
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