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ORGANIZATIONAL BEHAVIOR (OB 6301. 5E1)
MBA, Spring 2013
Padmakumar Nair, Ph.D., Dr.Eng., MBA

http://scholar.google.com/citations?user=GFZpB4MAAAAJ&hl=en
Office: JSOM 2.422
Telephone: 972-883-6264
Email: padmakumar.nair@utdallas.edu

Time: Mondays
Place: CHEC 219
Office Hours: Mondays 6 to 7 PM

TEXT BOOK, READINGS AND CASES

Books

Readings
You can download all the readings from the library website (go to eJournals: http://www.utdallas.edu/library/resources/journals.htm)

Case
1. Friendly Fire (read it by April 29th 2013)

INTRODUCTION
A good knowledge of Organizational Behavior is important for all of us. This is because we all belong to organizations of some kind. The smallest organization we belong to is our family! In this course we will focus our attention on creating, fostering and managing organizations in which people thrive and perform at their best. The core premise of our approach is that managerial excellence is fundamentally tied to creating organizational contexts/climates that build human strengths and unlock the full potential of human communities.

Historically, the field of organizational behavior has accumulated almost 100 years of experience in studying and explaining organizational life. OB addresses topics such as: how organizational cultures and subcultures influence organizational performance; how
to motivate and reward people; what makes work groups function effectively; the impact of leadership styles and communication; how to gain power and influence, how to diagnose need for change; how to create change; and how to design jobs and organizations.

Traditionally OB literature focused on three levels of analysis, individual-level, group-level and organization-level. In our discussions we will introduce a fourth level of analysis, the societal-level.

LEARNING OBJECTIVES

1. Apply theories of motivation and assess the efficacy of motivational programs.
2. Recognize decision making (DM) problems and opportunities and apply the appropriate DM models while considering ethical dilemmas and implications.
3. Assess organizational culture, recognize the value of diversity, and develop strategies for transforming cultures to improve organizational performance.

Achieving the Objectives

You will be required to complete several activities in order to achieve the identified objectives:

1. Contribute to in-class discussions of chapters, cases and/or readings by exhibiting an understanding of the information presented.

2. Attendance is required at all class sessions to fully make use of and participate in all class discussions. That being said, I recognize that, at times, professional and personal emergencies may arise which may prevent one from attending class. Let’s us make sure that we create a passionate learning community to unlocking the beauty of learning by learn from each other! Everyone should strive to be off to a “fast start” by being enthusiastically and actively engaged.

Overview of the Assignments

On the first day of the class several groups with 4 to 5 members in each will be formed for the group assignments. Please “self-select” into your groups.

Please do not rely too much on the Internet for your research. Spend some time in the library—there are greater opportunities for serendipitous results.

Assignment 1: Readings (CLASS PRESENTATIONS) GROUP

Readings are pre-selected for the week. There will be 20+ readings for the whole semester and two to three readings will be pre-assigned for the week. The whole class should be prepared to engage in an active class discussion. Two to three groups will be randomly called to lead the class discussion based on that week’s reading. Every group will get at least two to three opportunities to lead reading discussions in the class. You can download the readings from the library website [go to eJournals: http://www.utdallas.edu/library/resources/journals.htm ]
Discussion of the readings should include the following:
1. Key ideas discussed in the paper (summary of the paper)
2. Why these ideas are important and how these can be translated into actual practice?
3. Points in the reading which you disagree with…

The goal of this exercise is to initiate a good class discussion. These discussions could take about 15 to 20 minutes. We will keep the duration of the discussion flexible depending on how well it develops.

Assignment 2: Paradoxes, Biases and Self-fulfilling Philosophies in OB (GROUP)
This assignment is due on December 4th (Power Point File). The goal of this assignment is to help you understand the complexities of learning and innovating in the area of social sciences in general and organizational behavior in particular. We all are slaves of our own biases and the challenge is to recognize this and formulate ways to overcome it. This is an unusual assignment and requires nontraditional thinking to understand its significance and process of creating the output.

Output of Assignment 2

1. A Power Point document for class presentation
2. Final class presentation using the PowerPoint document

Broader topics of interest are:
   a. Entrepreneurial Personality
   b. Decision Making Biases
   c. Business Ethics
   d. Characteristics of High Performance cultures
   e. Theory of Life and Self-Fulfilling Philosophies

a. Entrepreneurial Organizational Behavior
Entrepreneurship is the engine of growth and sustainability. Both societies and corporations are equally interested in understanding and encouraging entrepreneurship. Under this topic students are expected to explore and understand the various facets of entrepreneurship (both individual and contextual) with a view to design organizations (or societal institutions) to instill entrepreneurial spirit in employees and citizens.

Entrepreneurship researchers and occupational psychologists have long been asking this question, ‘who will enter into entrepreneurial activities?’ meaning what personality types are predisposed to becoming entrepreneurs, without any conclusive answers (Shane, Locke and Collins, 2003; Sarasvathy, 2004). Sarasvathy (2004) persuasively argued that “One of the most persistent and largely fruitless endeavors we have engaged in as entrepreneurship researchers consists in our efforts to understand differences between entrepreneurs and nonentrepreneurs, both with respect to the decision to become entrepreneurs as
well as the propensity to succeed in new venture creation”. I do support her contention that not asking the right question can handicap us from finding meaningful answers. However, I do not fully agree with her call for moving away from individual level research addressing the relationship between personality and entrepreneurship. Instead, I advocate for reformulating the question from ‘what are the differences between entrepreneurs and non-entrepreneurs’ to ‘who has the intention to enter into entrepreneurial activities’. Then look at the circumstantial factors which will enable and enhance entrepreneurial entry.

b. Decision Making Biases
Consider decision making heuristics and biases and explain their influence in managerial decision making. Your paper and presentation should contain several examples to effectively explain the ideas and its implications.

c. Business ethics
There is always a competition between profitability and ethicality in business. A qualitative relationship between ethicality and profitability is given below:

![Profitability vs. Ethicality Graph]

This topic should describe the profitability-ethicality dilemma and discuss why this issue is never considered in political and policy discussions. The final paper / presentation should include several real life examples.

d. Characteristics of High Performance cultures
Select three companies (other than Southwest Airline) based on the following two criteria: 1. Profitability (consistently profitable in the past 20+ years calculated based on a two-year average). 2. Downsizing (never implemented a massive lay off). You should evaluate the culture and leadership of Southwest Airline and
compare it with the selected company in order to understand the “Science of high performance.” Answering the following questions will help you prepare the assignment:
1. Is collaborative mindset a common factor among companies that show consistently high performance?
2. What differences in leadership style do you notice between Southwest and the selected companies?

e. Theory of Life and Self-Fulfilling Philosophies
Write two to three short essays on how our blind beliefs influence our organizational life. *Monetary incentives are a good way to motivate* is an example of a self-fulfilling belief. Write about it with examples and implications to the way we manage and lead. Considering the following aspects / questions will help you prepare the assignment:
1. Make a list of self-fulfilling believes (you believe in it but very difficult to test its validity)
2. Think about its implications on organizational life

Assignment 3: Individual Reflection Paper (INDIVIDUAL)
The goal of this assignment is for you demonstrate your understanding of OB principles and your ability to apply them in real life situations. A 1500 to 3000 word paper and is due on April 22nd 2013.

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| 01/28/2013 | Individual Behavior in Organizations and Societies  
Ethics and Values across Cultures  
http://www.ted.com/talks/lang/eng/jonathan_haidt_on_the_moral_mind.html  
**Readings:**  
1. Michael Maccoby, “Narcissistic Leaders”, HBR January 2004 (Group 1)  
| 02/04/2013 | Individual Behavior in Organizations and Societies  
Mind: Knowing, Feeling and Desiring  
Motivation: Philosophy to Science  
**MBTI-Administration: Janie Shipman from (Career Center)**  
**Readings:**  
3. Charles Handy, “What is a Business For”, HBR December 2002 (Group 3)  
| 02/11/2013 | Individual Behavior in Organizations and Societies  
Motivation: Science to Practice  
http://www.ted.com/talks/dan_pink_on_motivation.html  
**Readings:**  
| 02/18/2013 | **Readings:**  
| 02/25/2013 | Individual Behavior in Organizations and Societies  
Information Processing and Decision Making  
http://www.ted.com/talks/dan_ariely_asks_are_we_in_control_of_our_own_decisions.html |
Readings:
10. I. Royer, “Why Bad Projects are So Hard to Kill”, HBR, Feb. 2003 (Group 10)


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<td>18. Ikujiro Nonaka, “The Knowledge creating company” HBR, July 2007 (Group 6)</td>
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<td>04/01/2013</td>
<td>Group Behavior in Organizations</td>
<td>Negotiating and Resolving Conflict</td>
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<td>04/29/2012</td>
<td><strong>Final Group Presentations</strong></td>
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**GRADING**
The grades in the activities in which you will be participating will be combined to determine your final course grade. The relative weights are as follows:
1. Class Participation (attendance, weekly presentations, discussions and pop-quizzes if any) 15%
2. Exams I 20%
3. Exams II 20%
4. Individual Reflection Paper 20%
5. OB: Science, Practice and Philosophy paper 25%
Total 100%

APPENDIX

A Guide to Further Study

Dear students,
My goals as your teacher are multiple and very ambitious. I want to transform each one of you into a confident practitioner of the science and art of management. A thorough understanding of Organizational Behavior is the first step in achieving this goal. You will also see, during the course of the semester, that I want you to be a Scholarly Practitioner who will not only practice management but also advance the science of management. In order to assist you in achieving this goal I have compiled a list of readings for further study. Please note that these readings reflect my personal interest and theory of life and it should not be considered in any way as exhaustive.

Organizational Behavior (General)

Self-Awareness and Motivation
1. The Blank Slate by Steven Pinker, Viking (2002)
8. Why We Do What We Do by E. L. Deci, Penguin (1996)
10. The Developing Mind by D.J. Siegel, Guilford (1999)

Cognitive Processes

**Culture and Social Processes**