

**University of Notre Dame  
Mendoza College of Business  
Graduate Division**

**MGT 60300  
Organizational Behavior  
Module I, Fall Semester, 2007**

INSTRUCTOR: Dr. Mike Crant  
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OFFICE HOURS: M, W 5:00 – 6:00 and by appointment.  
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COURSE OVERVIEW

This course is designed to provide you with an understanding of how and why individuals and organizations do what they do. This is the first of a two-course sequence examining the human side of business and management. We will focus on applying theories of human behavior to solve day-to-day problems of organizational administration. Within this context, we will consider the following types of behavioral issues in this class:

- (1) Individual behavior in organizations -- selection (designing selection systems, developing predictors of performance); individual differences and personality at work; job attitudes (causes and consequences of job satisfaction, how satisfaction relates to employee behavior); job performance and motivation (determinants of motivation, compensation).
- (2) Interpersonal behavior in organizations -- managing a diverse workforce; power and politics; influence.
- (3) Organizational-level factors and their impact on management -- organizational design; organizational structure; organizational culture.

REQUIRED TEXTS

- 1) Essentials of Organizational Behavior (9th edition, 2008). Stephen P. Robbins and Timothy A. Judge. Available at the campus bookstore. This book will also be used in the Leadership and Teams course during module II.
- 2) Course packet available at the campus bookstore beginning August 20<sup>th</sup>. Purchase this early because the bookstore only produces a limited run of course packets to ensure that they don't have any unsold inventory. Once they sell out of the initial run, the remaining students will have to special order their copies.

- 3) Articles available for download through the Notre Dame libraries web pages. I've placed links to these articles on our Concourse page.

## COURSE REQUIREMENTS

Examination. There will be one exam given during this course. The final exam will be given during the time that you normally attend this class on Thursday, October 11<sup>th</sup>.

Examinations may contain different forms of questions, including multiple choice, short answer, and essay. The exams will be closed book. No make-ups or incompletes will be given except under very unusual circumstances. Please make careful note of the exam date now.

Team project. Core course teams will complete a group project consisting of an analysis and critique of a company's organizational behavior system. Any company may be studied, but the company must not be a part of Notre Dame. Select a specific company and one of the course topics/systems. Write a paper that a) describes how the company approaches the topic/system; b) analyzes the strengths and weaknesses of the company's system(s); and c) offers suggestions for improvement where appropriate. The best projects go beyond our course work and include thorough research on the topic that you choose to analyze. The paper should not exceed 10 pages of double-spaced text using a standard 12-point font. Use whatever footnoting system you are most comfortable with to let me know where the information (both the description of the company's system(s) and the information you use to support your analysis) comes from (e.g., articles, personal interviews, etc.). Footnotes and tables are not included in the length limitation.

These team papers are due at the beginning of class on Wednesday, October 3<sup>rd</sup>. Late projects will receive a one-letter grade reduction. In order to account for "free rider" problems, you will complete assessments of the work of the other team members. The instructor reserves the right to adjust individual grades for the team project based on the input of other group members.

Participation and professionalism. Students are expected to be prepared for each class session by reading and thinking about the assigned readings before class, and to be active participants in class discussions by having something of value to offer. I also expect students to behave in a professional fashion (e.g., come to class on time, turn off your cell phones, don't do homework for other classes during OB, etc...). This element of the course grade is my subjective judgment of your participation and professionalism.

## COURSE GRADE

The components of your final course grade will be weighted as follows:

FINAL EXAM:	60%
TEAM PAPER:	20%
PARTICIPATION/PROFESSIONALISM	20%

*Honor Code Expectations:* Examinations will be completed individually with no reference to outside materials. The sole exception to this is that international students whose native language is not English may bring and consult a dictionary during the examination. Group projects will be completed by the assigned team members. Teams may not consult with other MBA students who are not part of the team about any facet of the project.

### TECHNOLOGICAL PLATFORM

Concourse will serve as the internet home for course materials. This will serve as a repository for course related information and files such as a copy of this syllabus, exam information, and class notes for selected classes. I provide you with class notes as a courtesy so that students don't have to copy down a number of definitions and lists; I don't view them as a stand-alone summary of the entire class. Therefore, you will probably want to bring them to class and supplement them with your own comments.

## COURSE OUTLINE

“Text” refers to the Robbins and Judge book, “CP” refers to the course packet, and "Online" refers to the articles available for download via the links provided on Concourse.

**Mon, 8/27 Introduction to the course: Why should I study organizational behavior?"**

Text: Ch. 1

CP: 1) Why hard-nosed executives should care about management theory. *HBR*, September, 2003, pp. 7-14  
2) Saving your rookie managers from themselves. *HBR*, April, 2002, pp. 15 – 20.

**Wed, 8/29 Overview of OB issues**

CP: Erik Peterson (A)

Study Questions for Erik Peterson case:

- 1) What problems are facing Erik Peterson?
- 2) What are the underlying causes of these problems? How effective has Peterson been in taking charge of the Hanover startup, in terms of managing the new operations and providing leadership?
- 3) What actions, if any, should Peterson take to turn the situation around and prepare for his meeting with Chip Knight?

**Mon, 9/3 Designing selection systems I**

Online: 1) Hiring without firing. *HBR*, July-August, 1999, pp. 109-120

**Wed, 9/5 Designing selection systems II**

Online: 1) The job no CEO should delegate, *HBR*, March, 2001, pp. 47-49.

**Mon, 9/10 Individual differences**

Text: Ch. 3

Online: 1) Proactive behavior: meaning, impact, recommendations. *Business Horizons*, May-June, 1999, pp. 63-70.  
2) Managing oneself, *HBR*, March-April, 1999, pp. 65-74.

**Wed, 9/12 Perceptions of work: job attitudes**

Text: Ch. 2

Online: 1) What great managers do, *HBR*, March, 2005, pp. 70-79.

**Mon, 9/17 Managing job performance and motivation I**

Text: Ch. 5

Online: 1) How to motivate your problem people. *HBR*, January, 2003, pp. 57-65.

**Wed, 9/19      Managing job performance and motivation II**

Text:            Ch. 6

CP:              1) The best laid incentive plans.

**Mon, 9/24      Managing job performance and motivation III**

CP:              1) When salaries aren't secret.

Online:        2) Let's hear it for B players. *HBR*, June, 2003, pp. 96-102.

**Wed, 9/26      Managing a diverse workforce**

CP:              1) Case of the unequal opportunity.

Online:        2) Phong Siu-Ming vs. Burgers-R-U's, *Business Horizons*, March  
-April, 1995, pp. 51-58.

3) Diversity as strategy. *HBR*, Sept, 2004, pp. 98-108.

4) Dear white boss. *HBR*, Nov, 2002, pp. 76-81.

**Mon, 10/1      Corporate culture**

Text:            Ch: 15

Online:        1) Crafting an organizational culture: Herb's hand at Southwest  
Airlines. *Organizational Dynamics*, Autumn, 1992, pp. 45-56.

2) What really works. *HBR*, July, 2003, pp. 43-52.

**Wed, 10/3      Organizational structure**

Text:            Ch. 14. Please come to class prepared to discuss this chapter.

Online:        1) Resizing the organization: Maximizing the gain while minimizing  
the pain of layoffs, divestitures, and closings, *Organizational  
Dynamics*, Feb, 2005, pp. 19-35.

**Mon, 10/8      Organizational design**

CP:              1) Appex Corporation

Study questions for Appex Corporation case:

1) What were the challenges Shikhar Ghosh faced when he joined Appex?

2) Evaluate the importance of each of the structural changes he implemented. How important were they? What problems did each new structure address? What problems, in turns, did it create?

3) What would you have done in Shikhar's place? Were all the changes in structure necessary? How would you address the challenges that Appex is confronting by the end of the case?

**Th, 10/11      FINAL EXAM**