

INTERAMERICAN UNIVERSITY OF PUERTO RICO
METROPOLITAN CAMPUS
FACULTY OF ECONOMICS AND ENTREPRENEURIAL SCIENCES
SCHOOL OF MANAGEMENT

Syllabus

I. GENERAL INFORMATION

Title	:	Organizational Behavior
Code and Number	:	BADM 7070
Credits	:	3
Academic term	:	
Professor	:	
Office Hours	:	
Email	:	

II. COURSE DESCRIPTION

Analysis of individual and group behavior in organizations, procedures for providing and strengthening emerging behavior. Review of the organizational interaction with the environment. Research of selected topics in organizational conduct. Includes a practical study of individual and/or group behavior in the organization.

III. COURSE OBJECTIVES

At the end of the course the student should be able to:

1. Evaluate how Human Behavior in organizations at the individual and group level may affect the organizational performance.
2. Examine the Organizational Behavior in complex organizations with the practice of managing High Performing Systems.
3. Integrate the theories of human behavior in complex organizations with the practice of managing High Performing Systems.
4. Addresses one of the most important challenges facing contemporary business –how to manage and motivate today’s employees.
5. Analyze the effect of the organizational design on behavior.
6. Demonstrate the role of culture upon the organizational behavior.
7. Analyze how the behavior organizations are influenced by the behavior of its constituents.
8. Develop an awareness of and deeper appreciation for typical behavioral problems experienced in organizations.

9. Develop an awareness of a deeper appreciation for typical behavioral problems experienced in organizations.
10. Compare and analyze a wide variety of performance-enhancement programs currently in use in the business community.
11. Analyze situations from multiple perspectives represented by various behavioral science theories.
12. Foster an appreciation of the managerial competencies necessary in contemporary organizations.
13. Analyze the art (and practice) of managing and motivating high performing systems (individuals, work groups and entire organizations).
14. Defend the relevance of ethical values in organizational life including, trust, fairness, commitment, reliability are commodities that are basic to a positive organization. Race, gender, and other dimensions of diversity have often left people treated unfairly at work. Your leadership is needed to change these existing conditions.
15. Explore specific organizational behavior problems in significant depth.
16. Compare and contrast the global economy and the cultural, ethnic, and national difference that exist.

IV. COURSE CONTENT

1. Robert T. Golembiewski, Handbook of Organizational Behavior, second Edition, Revised and Expanded Marcel Dekker, Inc. New York, U.S. 2001
2. Richard L. Draft and Darl E. Weick, "Toward a model of Organizations as Interpretation Systems". Cary Cooper, Fundamental Organizations Behavior, op. cit, pages 1439-1460.
3. Paul R. Lawrence, "The Contingency Approach to Organizational Design". R.T. Golembiewski, Handbook of: Organizational Behavior, op.cit, pages 7-18.
4. Diane Coutu, "HBR Interview-Psychologist Karl E. Weick: Sense and Reliability". Harvard Business Review, April 2003, Vol. 81 Number 4, pages 84-91.
5. "The 2003 HBR List: Breakthrough ideas for Tomorrow's Business Agenda". Harvard Business Review, April 2003, Vol. 81Number 4.
6. Hal G. Rainey, "Work Motivation". R.T. Golembiewski, Handbook of Organizational Behavior, op.cit, pages 19-42.
7. Edwin A. Locke, "Motivation by Goal Setting". R.T. Golembiewski, Handbook of Organizational, behavior, OP. CIT. PAGES 43-56.
8. Claus W. Langfred and Mark T. Shanley, "Small Group Research: Autonomous Teams and Progress on "Issues of Context and levels of Analysis". R.T. Golembiewski, Handbook of Organizational Behavior, op. cit. pages 81-112.

9. Robert G Isaac and Douglas C. Pitt "Organizational Culture: It's Alive! But there's No fixed Address". R.T. Golembiewski, Handbook of Organizational Behavior, op. cit., pages 239-254.
10. Brian Pitman, "Leading for Value" Harvard Business review, April 2003, Volume 81, Number 4, pages 41-47.
11. Karl W. Kuhnert, "Leadership Theory in Postmodernist Organizations". R.T. Golembiewski, Handbook of Organizational Behavior, op. cit, pages 239-254.

Some THEMES Requiring Enhanced Emphasis

1. M. Afzalur Rahim, "Managing Organizational Conflict: Challenges for Organizational Development and Change". R.T. Golembiewski, Handbook of Organizational Behavior, op. cit, pages 365-388.
2. Paul M. Roman and Terry C. Blum, "Work –Family Role Conflict and Employer Responsibility: An organizational Analysis of work Place Responsibility: An organizational Analysis of Work Place Responses to Social Problem" R.T. Golembiewski, Handbook of Organizational Behavior, op. cit, pages 415-444.
3. D. Olshfki and. Ann Cutchin "Management Training and Development". R.T. Golembiewski, Handbook of Organizational Behavior, op. city, pages 445-456.
4. Ronald J. Burke and Astrid M. Richardson, "Psychological Burnout in Organization; Research and Intervention". R.T. Golembiewski, Handbook of Organizational a behavior, op. cit, pages 327-364.

Some themes with Great Potential

1. Gordon A. Walter, "Wisdom's Critical Requirement for Scientific Objectivity in Organizational Behavior Research: Explicit Reporting of Researcher Values". R.T. Golembiewski, Handbook of Organizational Behavior, op. cit, pages 491-524.
2. Dale "Skip" Newberg, "Postmodernism: Implications for Organizational Theory". R.T. Goldembiewski, Handbook of Organizational Behavior, op. cit, pages 525-546.
3. David L. Cooperrider and Siana Whitney, "A Positive Revolution in Change: Appreciative Inquiry". R.T. Golembiewski, Handbook of Organizational Behavior, op. cit, pages 611-630.
4. Elizabeth M. Doherty and Walter R. Nord, "Compensation: Trends and Expanding Horizons". R.T. Golembiewski, Handbook of Organizational Behavior, op. cit. pages 656-688.

V. ACTIVITIES

1. Professor oral presentations.
2. Students must read the required text and professional Journal.
3. Case analysis.
4. Student oral presentation.
5. Student midterm and final research presentation.

VI. EVALUATION

While grades are undeniably a fact of contemporary education, we hope that we can keep them in proper perspective. They are—or at least should be – simply a means to an end, feedback designed to enhance your learning. We hope that you will make every possible effort to resist the all too common means-end inversion whereby the grade becomes the ultimate goal. When that happens the learning process is seriously undermined.

If you attend classes regularly, work diligently, stay on top of the readings and assignments, perform reasonably well on tests, and participate enthusiastically in class, you will do very well in this course. We work on the assumption that all of you are capable of earning good grades in this course. But your final grade will inevitably depend on how you decide to allocate your time during the semester.

Students will be evaluated on their performance in the following areas:

- First Examination 40%
- Research Paper 60%

VII. SPECIAL NOTES

A. Special Accommodations

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodriguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

B. Plagiarism

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as

established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulations handbook.

<http://metro.inter.edu/servicios/documentos/reglamentosestudiantes2006.pdf>

Inter American University has very strict regulations regarding plagiarism (using the ideas or words of others without giving proper credit), so it is important that you specifically read Chapter 5, Article 1, Section B.2c of the Student' Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

C. Use of Electronic Devices

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Critical situations will be dealt with in an appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

VIII. EDUCATIONAL RESOURCES

Textbook

STEVE KOZLOWSKI ,THE OXFORD HANDBOOK OF ORGANIZATIONAL
PHYCHOLOGY , OXFORD UNIVERSITY PRESS .SAGE PUBLICATION ,
LONDON , UNITED KINGDOM, 2014

IX. BIBLIOGRAPHY CURRENT AND CLASSIC

The Sage Handbook of Organizational Behavior. Edited by Steward R. Clegg and Cary L. Cooper, Volume 2. Sage Publications, California, U.S. 2009.

Buckingham M. "What great Managers do". Harvard Business Review, Vol. 83, Number 3, pp 70-89.

Lawler, E. and Worly C.G, Built to Change, Jossey – abass, California 2006.

Locke E., the Blackwell Handbook of Principles of Organizational Behavior, Blackwell Publishers, Massachusetts, 2000.

Gratton L. and Ericson T. "Eight Ways to Build Collaborative Teams". Harvard Business Review 2005, Volume 85, number pp. 100-109.

Nielson G. Pasternack B and Van Nuys K. "The Passive-Aggressive Organization". Harvard Business Review, (2005); volume 83, No. 10, pp. 82-95.

Snowden D.J. and Boone M.E., "A Leader's Framework for Decision Making". Harvard Business Review (2007) volume 85, Number", pp. 68-77.

Cary L. Cooper, Theories of Organizational Stress Oxford, Mass, 2007.

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