B.A. 150 - ORGANIZATIONAL BEHAVIOR
Mr. Staw

Time: Tuesdays and Thursdays, 9:30 - 11:00 a.m.
Room: 155 Kroeger
Final Exam: Group 9: May 18, 8-11 a.m.
Office Hours: Thursday, 3:00-5:00, 584 Barrows
Telephone: 642-6357

Course Description
A general descriptive and analytical study of organizations from a behavioral science point of view. Problems of motivation, satisfaction, leadership, socialization, group performance, and the evaluation of change will be studied.

Course Objective
The purpose of the course is to provide the student with tools for understanding and predicting behavior in organizations. Efforts will be made to bring the student up-to-date with the current state of our knowledge of organizational behavior. Examples and conceptual frameworks will be provided so that the student can apply what is now known as well as prepare for understanding behavioral issues of the future.

Exam
There will be a midterm and a final exam. The midterm will take place on March 12, 1992. The final will be cumulative, with an emphasis on materials from the latter part of the course. Readings, lectures and materials arising from class discussions will be covered on the exams.

Texts
Group Project

As a course project you are asked to become an expert on a particular subtopic or issue in organizational behavior. The project will involve the following steps:

1. **Defining a Topic.** This is not always as easy as it sounds since many interesting topics have little written about them or the literature will be "coded" under several alternative labels. I may be able to offer some help, but you will need to read beyond the course syllabus to properly frame and understand your chosen topic.

2. **Formulating a Model.** Once you have done some reading and have a grasp of available literature, you then need to formulate a tentative theoretical model. Your model will outline what causes what - that is, the determinants and consequences of your issue or problem.

3. **Gathering Data.** After you have formulated a "theory" or model, it is time to collect some data. I will accept as "data" almost any kind of observational measures. It can be interviews with some workers about their job attitudes, systematic observation of employees on the way home from work (on BART for example), questionnaires filled out by a group of employees at one or more companies, interviews with key actors on a job, organizational records of past behavior (e.g. absenteeism or turnover), or some combination of these. Do your best; this is not a doctoral thesis but an attempt to familiarize you with observing and collecting data.

4. **Write-up.** Present a concise (15-20 pages) and readable paper. Briefly review the literature and your initial theoretical model (5-7 pages). Then summarize your data and what you think they are "saying". Finally, draw some conclusions from the data back to your original theoretical model (was it correct?), to the literature (is it relevant or on target?) and possible management practices (should we change something in organizations?). Time permitting, you will also make a brief presentation to class.

5. **Format.** Since much of organizational success requires positive interaction skills, the projects will be completed in small groups of 3-5 members. Each group member will receive the same grade for the quality of the project.

6. **Due Dates.** Groups should be formed during the first two weeks of the semester. A project title and one page outline should be submitted no later than the fourth week of the semester (February 11). A more detailed (3 page) outline should be submitted by the sixth week (February 25). The final report will be due on the last regular session of class (May 7). Late papers will be penalized.
Lab Experiment

Each student will be required to participate in at least one laboratory experiment during the course. Exact times and instructions will be specified at a later date.

Course Grading

Course grades will be determined by the following weighting:

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<tbody>
<tr>
<td>Midterm</td>
<td>30%</td>
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<td>Group Project</td>
<td>30%</td>
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<tr>
<td>Final</td>
<td>40%</td>
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Class participation is not only encouraged, but may help determine grades in many borderline situations.

READINGS

I. Introduction to Organizational Behavior and Its Methodology
   Baron & Greenberg, "The Field of Organizational Behavior", Chapter 1 of text.

II. Individual Learning, Behavior Modification and Goal-Setting
   Baron & Greenberg, "Learning: Adapting to the World of Work", Chapter 2 of text.
   Dowling, Conversation with B.F. Skinner, Reading #3.
   Latham & Locke, "Goal-Setting - A Motivational Technique that Works," Reading #5.

III. Individual Personality, Needs and Motivation Models
    Baron & Greenberg, "Personality: Individual Differences and OB," Chapter 6 of text.
    Lawler, "Drives, Needs, and Outcomes," Reading #1.
    Baron & Greenberg, "Motivation in Organizations," Chapter 5 of text.


IV. Perception in Organizations

Baron & Greenberg, "Perception: Understanding and Evaluating Others," Chapter 4 of text.

Brehm & Kassin, "Perceiving Persons," Reading #15.


Staw, "The Self-Perception of Motivation," Reading #17.


V. Job Attitudes

Baron & Greenberg, "Work Related Attitudes: Their Nature and Impact," Chapter 5 of text.

Fiske & Taylor, "Affect," Reading #8.

Lawler, "Satisfaction and Behavior," Reading #9.

Rafaeli & Sutton, "Expression of Emotion as Part of the Work Role," Reading #10.

Staw, "Organizational Psychology and the Pursuit of the Happy/Productive Worker," Reading #11.


VI. Absenteeism, Turnover & Stress

Steers & Rhodes, "Major Influences on Employee Attendance: A Process Model," Reading #12.

Staw, "The Consequences of Turnover," Reading #14.

Baron & Greenberg, "Stress: Its Causes, Impact, and Management," Chapter 7 of text.

VII. Interpersonal Influence and Socialization

Berkowitz, "Imitation, Conformity, and Compliance," Reading #20.

Salancik, "Commitment and the Control of Organizational Behavior and Belief", Reading #22.

Baron & Greenberg, "The Course of Working Life: Organizational Culture, Organizational Socialization, and Career Development," Chapter 9 of text.

O'Reilly, "Corporations, Culture, and Commitment," Reading #21.

Schein, "The Role of the Founder in Creating Organizational Culture," Reading #23.

VIII. Group Dynamics

Baron & Greenberg, "Group Dynamics: Understanding Groups at Work," Chapter 8 of text.

Leavitt, "Suppose We Took Groups Seriously," Reading #38.


IX. Power and Politics and Leadership in Organizations

Baron & Greenberg, "Power, Politics, and Ethics in Organizations," Chapter 12 of text.


Cohen & Bradford, "Influence Without Authority: The Use of Alliances, Reciprocity, and Exchange to Accomplish Work," Reading #28.

Mintzberg, "The Manager's Job: Folklore and Fast," Reading #32.
House, Woycke, and Foder, "Charismatic and Noncharismatic Leaders: Differences in Behavior and Effectiveness," Reading #33.

X. **Diversity, Interaction and Conflict**

Morrison & Von Glinow, "Women and Minorities in Management," Reading #25.
Crary, "Managing Attraction and Itinerary at Work," Reading #27.
Baron & Greenberg, "Cooperation and Conflict: Working with or Against Other," Chapter 13 of text.

XI. **Communication and Decision Making**

Baron & Greenberg, "Communication in Organizations," Chapter 10 of text.
Baron & Greenberg, "Decision Making in Organizations," Chapter 14 of text.
Bazerman, "Biases," Reading #34.
Janis & Mann, "Decision Making Strategies," Reading #35.
Staw & Ross, "Understanding Behavior in Escalation Situations," Reading #36.

XII. **Creativity and Organizational Innovation**

Steiner, "The Creative Organization," Reading #41.
Baron & Greenberg, "Organizational Change and Development," Chapter 16 of text.
Hisrich, "Entrepreneurship/Intrapreneurship," Reading #42.
Nystrom & Starbuck, "To Avoid Organizational Crises, Unlearn," Reading #43.
Staw, "The Experimenting Organization," Reading #44.
XIII. **Organizational Design and Effectiveness**

Baron & Greenberg, "Organizational Design: Environment, Strategy Technology," Chapter 15 of text.

Hall, "Goals and Effectiveness," Reading #45.

Miles & Snow, "Fit, Failure, and the Hall of Fame," Reading #46.

Tushman, Newman & Romanelli, "Convergence and Upheaval: Managing the Unsteady Pace of Organizational Evolution" Reading #47.


Kanter, "Beyond the Cowboy and the Corpocrat: A Call to Action," Reading #49.