MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Instructor: Nidhi Srinivas
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Tuesdays 6-8pm; Office hours Wednesdays, 3pm onward (by appointment only)

COURSE DESCRIPTION

The course presents individual, the group, and organizational perspectives of human behavior in/and organizations. In doing so we review important theories of organizational behavior, and their applicability for managers in analyzing situations and developing effective practices.

COURSE OBJECTIVES

- Review complementary and competing theories of organizations and their functioning
- Analyze organizational behavior through such theories
- Develop a foundation for effective management and leadership in organizations

TEACHING APPROACH

Students are expected to raise issues and guide class discussion, and encouraged to develop a critical and reflective stance on organizations.

READINGS

Bolman, L. & Deal, T. (2003). Reframing Organizations: Artistry, Choice, and Leadership (3rd ed.). San Francisco: Jossey-Bass. ISBN: 0-7879-6427-1 (Paperback.)

There will also be case studies and supplementary readings handed out in class.

ASSIGNMENTS

Case Analysis

In this assignment you apply "frame analysis" to a case. You identify sources of an organizational problem and devise an integrated, multi-faceted solution.

Written analyses (about 5 pages) of an assigned case apply the "four frames" and provide recommendations about what the parties in the case might do to address the issues identified.

"MOB in Practice"

Students select an MOB-related problem from their organizational experience. The goal is to consider "what is really happening" in your chosen organization, viewing the

identified problem from multiple perspectives. You reflect on possible sources of the problem, seek news-media examples of the problem, and examine common features across these examples. A 10-minute presentation is delivered. A two-page written version of this work is also due, regardless of when you present. (Do not read your paper to the class: to do so will almost assure ineffective delivery.) Papers and presentations are assessed for relevance, depth of treatment, and effectiveness of writing/delivery.

Integration Assessment
In the final class, students respond in writing to several broad questions to demonstrate their learning and how they might use the knowledge and skills developed. (Yes it is a version of the traditional final examination. However, there will be no secret about what you should be prepared to discuss: the particular concerns of the four frames and how they might be applied in an organization, and familiarity with key OB theories and their applications to organizational analysis.)

Grading

20%	Class Involvement
35%	Course Integration Assessment Exercise
20%	"MOB in Practice"
25%	Case Analysis

COURSE OVERVIEW

September 2nd
Introduction
Course description, assignments, expectations
Historical Background: Organizations and Organizational Behavior
Critical Thinking Applied to Organizational Analysis

September 9th
Making Sense of Organizations
BOLMAN & DEAL Chapter 1. Introduction.

September 16th
BOLMAN & DEAL Chapter 2. Simple Ideas, Complex Organizations.
"MOB in Practice" Presentations begin

September 23rd
The Structural Frame
BOLMAN & DEAL Chapter 3. Getting Organized.

October 7th
BOLMAN & DEAL Chapter 4. Structuring and Reengineering.
BOLMAN & DEAL Chapter 5. Organizing Groups and Teams.

October 14th
The Human Resource Frame
BOLMAN & DEAL Chapter 6. People and Organizations.

October 21st
BOLMAN & DEAL Chapter 7. Improving Human Resource Management.
BOLMAN & DEAL Chapter 8. Interpersonal and Group Dynamics

October 28th
The Political Frame
BOLMAN & DEAL Chapter 9. Power, Conflict, and Coalitions.

November 4th
BOLMAN & DEAL Chapter 10. The Manager as Politician.
BOLMAN & DEAL Chapter 11. Organizations as Political Arenas and Political Agents.

Case analysis handed out

November 11th
The Symbolic Frame
BOLMAN & DEAL Chapter 12. Organizational Culture and Symbols.
Case Analysis Due

November 18th
BOLMAN & DEAL Chapter 13. Organization as Theater.
BOLMAN & DEAL Chapter 14. Organizational Culture in Action.

November 25th
NO CLASS

(Date to be scheduled)
Integrating for Leadership
BOLMAN & DEAL Chapter 15. Integrating Frames for Effective Practice.

December 2nd
Reframing for Leadership
BOLMAN & DEAL Chapter 16. Reframing in Action: Opportunities and Perils.
BOLMAN & DEAL Chapter 17. Reframing Leadership.
BOLMAN & DEAL Chapter 18. Reframing Change: Training, Realigning, Negotiating, Grieving.

December 9th
Reframing for ethics
BOLMAN & DEAL Chapter 19. Reframing Ethics and Spirit.
BOLMAN & DEAL Chapter 20. Bringing It All Together: Change and Leadership in Action.
BOLMAN & DEAL Chapter 21. Epilogue: Artistry, Choice, and Leadership.
Integration and Review

December 16th
Course Integration Assessment Exercise