

# INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

*Dr. Warner Woodworth*

*BYU Hawaii/Fall 1987*

Course Time & Day: Monday & Friday 9:30 - 11:00 AM  
2:00 - 3:00 Tuesdays or by appointment

The course is designed to help students answer the following questions:

- 1) What are effective organizations and how do you create them?
- 2) How do you attract and train an effective workforce?
- 3) How do you motivate employees to accomplish the organization's goals?
- 4) How do you create a productive work environment?
- 5) What are key processes leading to organizational effectiveness?
- 6) How do you improve organizational effectiveness?

Skills the students should obtain in the course include:

- 1) The ability to understand organizational dynamics and develop good theories to diagnose problems and generate solutions.
- 2) The ability to manage personal and organizational change.
- 3) Most importantly, we should learn to learn from each other. The most important knowledge we gain is often from our colleagues, and not the professor.

**Text:** The text for the course is *Organization and People: Readings, Exercises, and Cases in Organizational Behavior*. West Publishing Co., 1988.

## **Course Outline:**

### **Section 1: What are effective organizations and how do you create them?**

Aug. 30 Introduction/Organizational Effectiveness

Sept. 3 1) Effective Organizations; 2) Strategy

Case: Harmony Psychiatric Center (HPC)

Questions: Is HPC an effective organization? Why or why not?

What are the causes of HPC's problems? (What's your theory?)

What recommendations do you have for Mr. Hofstadter?

Sept. 6 Labor Day, No Class

Sept. 10 Lab: Introduction to lab/Plan service project

Sept. 13 Service Learning Presentation; 19) Organizational Change

Johnsonville Sausage/ Ralph Stayer, CEO  
Discuss Organization Change Project

## **Section 2: How do you attract and train an effective workforce?**

Sept. 17 Lab: Present Service Project Proposal in teams. Focus on the goals and objectives of the project and how you will measure them \*\*\*Turn in 1-3 page proposal for your service project. Your engagement letter can serve as your proposal.

Sept. 20 3) Human Resource Planning, Recruitment, and Selection; 4) Socialization, Training, and Development; 5) Employee Relations, Unions and EEO

Case: Test Scores versus Letters of Recommendation, p. 84.

Sept. 24 Lab: Video: Selection and Promotion

Exercise: Employment Interviewing and the ADA, p. 127.

Sept. 27 5) Employee Relations...continued

Video: GM's Pat Carrigan, Plant Manager

Case: A Timid Asian Female, p. 126.

\*\*\*Turn in a 1-2 page proposal for your organizational change project to the TA to critique.

## **Section 3: How do you motivate employees to accomplish the organization's goals?**

Oct. 1 6) Analyzing Individual Behavior; 7) Motivation

Assignment: Fill out Locus of Control Questionnaire/ Score it before class

Case: Free Turkey Dinners, p. 190.

Oct. 4 7) Motivation...continued; 8) Work Design

Video: Work Redesign, Story City Plant

Oct. 8 Lab: Be prepared to discuss the most boring job you've ever had.

Oct. 11 9) Performance Management; 10) Employee Discipline

Video: Continuous Performance Appraisal

Case: Constructive Discipline, p. 263.

Oct. 15 \*\*\*Midterm Exam in Lab

**Section 4: How do you create a productive work environment?**

Oct. 18 11) Effective Groups; 12) Intergroup Behavior and Conflict

Case: Who Should be Moved to the Trailer?

Oct. 22 Case/Movie: “12 Angry Men”

Group essay assignment (2 pages single-spaced) due Oct. 29th: 1) Describe the dynamics of group behavior that were effective for the jury in “12 Angry Men.” 2) What dynamics/behaviors made the jury less effective? 3) What suggestions do you have for the jury in “12 Angry Men” to make good decisions?

Oct. 25 Groups and Conflict...continued

Team Coaching

Case: “Abilene Paradox;” Group Dynamics: Groupthink; or  
Meetings, Bloody Meetings

Oct. 29 Organizational Design

Exercise: Profiling Organizational Characteristics

Nov. 1 Organizational Culture  
Ben and Jerry’s

Nov. 5 Cases: Johnson’s Foods

\*\*\*Turn in your Service Project Paper.

**Section 5: What are the key processes leading to organizational effectiveness?**

Nov. 8 Communications;  
Decision Making

Case: Outstanding Faculty Award Committee

Nov. 12 Lab: As a group make a presentation regarding your service project (15 minutes maximum).

Nov. 15 Leadership

Do Leadership Orientation before coming to class  
Jet Blue  
Case: Leading with Vision

Nov. 19 Power and Influence

Do Personal Power Profile before coming to class

### **Section 6: How do you improve organizational effectiveness?**

Nov. 22 Organization Development and Organizational Change

Video: Mondragon Cooperatives

Nov. 23 Consultations on change and individual development papers

Nov. 29 Improving Your Own Effectiveness: Managing Yourself/Career Development/Stress Management;  
Appendix--The Gospel and Organizational Behavior. Be prepared to present your individual development plan to the class. \*\*\*Turn in your Individual Development Paper.

Dec. 3 Be prepared to present your organizational change project  
\*\*\*Organizational Change Projects Due.

Dec. 6 Review for Final Exam and Course Wrap Up: Call to Action.

Final Exam: \*\*\*December 14, Tuesday, 11:00am-2:00pm

### **GRADING:**

#### **Individual Assignments**

- 1) Participation (20 pts): 20 points for a student's participation in the lab. Thus it is important for students to attend and proactively participate. The Professor may also add (or subtract) participation points depending on student participation in class. Three points will be deducted for each class missed (1 absence is allowed without a point loss).
- 2) Weekly in-class Quizzes (50-60 pts). Quizzes are worth 5 points. Your lowest 2 quizzes will be dropped, or if you miss a quiz, that quiz will be dropped. Quiz questions will often be taken from the on-line practice quizzes accompanying each chapter. Quizzes may be True-False, multiple choice, or essay questions. There are no make-up quizzes, unless you are officially excused from class by the university. No other excuses will be accepted.
- 3) Organizational Change Project (50 points)
- 4) Individual Development Paper. (30 points) Turn in a 3-4 page paper summarizing: 1) Your strengths in working in a group; 2) Your weaknesses; and 3) Your plan for improvement. Attach the feedback you received from the others to your paper as an appendix.
- 5) Midterm exam (50 points)
- 6) Final Exam (50 points)

### **Group Assignments**

- 1) Group Service Project Paper (50 pts)
- 2) Class Presentations: (10 pts)

### **Grading Range**

In general, grading is as follows: 90-100% --A, 80-89% --B, 70-79%--C, 60-69%--D, Below 60%--E. The professor may modify this somewhat depending on the scores.

## **321 Service Learning Project**

### **Assignment: Group service project (50 points for the project)**

Each study group will be required to perform a service project. A service project is any project that helps individuals, groups, or organizations meet their needs. On average, each group member should spend 10-12 hours designing and carrying out the project (50-60 hours per group). After carrying out the project each group will write an 8-10 page paper including the following (the engagement letter and the evaluation form do not count in the page limit):

- 1) The project's goals and objectives;
- 2) The engagement letter with the client;
- 3) A brief description of the actual work performed;
- 4) An evaluation of the project by the client who was served by the project (see evaluation form).
- 5) Briefly answer the questions included in the section entitled, "Questions to answer for the Service Learning Paper."

Each group may develop its own project or choose one of the local community service agencies to perform a group project. If you decide to work for an agency, your project could involve helping the agency itself become more effective or helping those whom the agency serves. You will need to turn in 1-3 page proposal outlining your project on September 17<sup>th</sup>. After meeting with the agency representative to get more information and develop a project that would likely meet the agency's needs, the agency representative will review your proposal and decide if the agency would like you to do the project. It is important that you design the project in cooperation with the agency, rather than developing the project without the agency's input or just providing manpower to a project the agency has already designed. The agency is under no obligation to use your project so you should also have a "back-up" project in mind. Your team must develop the project with the client and not let the client design the project for you.

As you design your service project, review read such materials as the "Sample Engagement Letter," "Project Best Practices," "Best Practices for Agencies" and other links to additional and national resources about effective service learning strategies.

\*\*\*Paper is Due November 5<sup>th</sup>.

### **QUESTIONS TO ANSWER FOR THE SERVICE LEARNING PAPER**

- 1) **Organization mission and goals:** What was the mission and goals of your study group in regards to the service project? Were the goals clear? Were they shared? What criteria did you come up with to judge whether or not you would achieve your mission and goals?
- 2) **Motivation and conflict management:** How motivated were members of your group to do this project? What did you do as a group to motivate group members? What did you do with “free riders,” (confront them, say nothing, etc.)? What might you have done to improve the motivation of members of your group?
- 3) **Group behavior:** How did your group make decisions? How did it handle conflict? Did the group experience “group think” or the “Abilene paradox?” How effective was your group in carrying out the project? What might have been done to improve your group’s performance on the project?
- 4) **Communication:** How effectively did your group communicate with each other in carrying out the project? How well did you communicate with the client you served? What might have been done to improve your communication on this project?
- 5) **Leadership:** Evaluate the leadership of your group in carrying out this project? Was the leadership effective? Why or why not? What could have been done to improve the effectiveness of your group’s leadership?
- 6) **Job Design:** How effectively did the group organize the various tasks to get the work accomplished? Were the tasks designed in such a way to enhance motivation? Were the tasks “enriched” in some way to improve performance and satisfaction?
- 7) **Organization effectiveness:** How effective was the project for the client? Did you accomplish all of your goals? Why or why not? Name the two or three most significant things you learned while doing the project.
- 8) **Organization change:** Describe how your group might manage change to improve its performance (Hint: Think about the present and future states and then how to manage the transition to the future state).

Cover each area in your report (use each of the eight headings). Each area will generally be worth 5 points. Overall quality and effectiveness of the project (including the client’s evaluation) will count for the other 10 points.

## **321 Organizational Change Project Paper**

This paper should be approximately 4-6 pages, double-spaced (not including exhibits or other data presented in an appendix). You should choose an organization where you are currently a member (remember an organization, broadly defined, is two or more people striving to achieve the same goal). Examples could be the organization where you work, a club, a church organization, your apartment of roommates, your family, etc. Write your paper describing the following:

- 1) Define the current problem in the organization and describe its underlying causes. You may need to gather some data to better understand the problem and its causes.
- 2) Describe what you'd like the organization to be like in the future after the problem is solved. What goals do you have for the organization related to this problem? For example, if you currently have turnover of 30 percent, you might have a goal of reducing it to 15percent. Describe how you will measure improvement.
- 3) Describe what specific steps you, or others, need to take (or have taken) to change the organization. You might present a time-line outlining what specifically needs to be done, and who needs to do what, when (e.g. responsibility charting).
- 4) Describe how you will get people in the organization to feel the need for change. Discuss what you did to create this "felt need" to change.
- 5) Identify those people whose support you'll need to implement the change. Describe what you did (or will do) to gain their support.
- 6) Describe the results from your change project. If your project is still in progress, describe what improvements have occurred, if any.
- 7) Describe what mistakes, if any, you made and discuss what you could do to improve your ability to manage change effectively. Also, describe what you think you did well.

Grading for the paper will be based on the following:

- 1) Description of the problem and its causes (15 pts)
- 2) Description of the future state and outlining the steps to get there (10 pts)
- 3) Description of how you created a need to change & gained support for the change (15 pts)
- 4) Description of the results of your project and the critique of what you did well and improvements you need to make (10 pts)

The categories for the point break-down are somewhat loose, given the variety of projects you might do. We'll try to adjust the criteria to fit the nature of your project.

\*\*\*A 1-2 page project proposal is due September 27th. The paper is due Dec. 3<sup>rd</sup>.

## **321 Individual Development Paper**

Turn in a 3-4 page paper summarizing: 1) Your strengths; 2) Your weaknesses; and 3) Your plan for improvement. To write this report, each group member should give you 1-2 pages of feedback listing what they see as your strengths, weaknesses, and suggestions for improvement. You should also get feedback from two other people who know you well who are not in your group. Attach this feedback in an Appendix to your paper. You may agree or disagree others' assessments of you, but you need to respond to their feedback in your paper. This paper is November 29<sup>th</sup>.

