

**COLLEGE OF MICRONESIA - FSM**  
**P.O. Box 159, Pohnpei FM 96941**

**COURSE OUTLINE COVER PAGE**

**ORGANIZATIONAL BEHAVIOR**

Course Title

**MGT320**

Department and Number

**COURSE DESCRIPTION**

This is a one-semester course that builds on the management concepts developed in the management fundamentals course. The course covers basic concepts in organizational behavior including, among others: personality, individual differences, motivation, leadership, conflict, communication, group dynamics, power and politics, change, organizational structure, design and culture, and cultural diversity; and how these concepts relate to performance and job satisfaction in the organization.

<b>Course Prepared by:</b>	Division of Business	<b>State</b>	COM-FSM National
	<u>Administration</u>		<u>Campus</u>
	Hours per Week	No. of Week	Total Hours
Lecture	<u>3</u>	x <u>16</u>	x <u>48/16</u> = <u>3</u>
Laboratory	<u>          </u>	x <u>          </u>	x <u>          </u> = <u>          </u>
Workshop	<u>          </u>	x <u>          </u>	x <u>          </u> = <u>          </u>
		Total Semester Credits	<u>3</u>

**Purpose of Course:** Degree Requirement                             
Degree Elective                             
Certificate                             
Other                           

Prerequisite Course(s): BU260-Fundamentals of Management  
11/30/01

Signature, Chairperson, Curriculum Committee      Date Approved by Committee

12/3/01

Date Approved by President

**A: GENERAL OBJECTIVES:**

- 1) Students will acquire a systematic knowledge about people and organizations that can be used to enhance organization effectiveness.

**B: SPECIFIC OBJECTIVES:**

By the end of the course, the student will be able to:

**Unit 1:**

1. Identify the potential advantages of organizational behavior knowledge
2. Describe how focusing on the human element can contribute to organizational and managerial effectiveness
3. Explain how a person develops organizational behavior skills

**Unit 2:**

1. Explain how individual differences influence the behavior of people in organizations
2. Describe key factors contributing to demographic diversity
3. Explain how mental ability relates to job performance
4. Identify major personality variables that influence job performance
5. Explain how emotional intelligence is an important part of organizational behavior.

**Unit 3:**

1. Explain two learning processes relevant to organizational behavior
2. Describe key aspects of the perceptual process, along with common perceptual problems
3. Discuss the importance of attitudes to behavior in organizations
4. Summarize why values are an important part of organizational behavior
5. Apply the 8-step guide to ethical decision making when faced with an ethical dilemma

**Unit 4:**

1. Apply the classical/behavioral decision making model to a major decision
2. Identify and describe factors that influence effectiveness of decision making
3. Characterize the nature of creative decision making in organizations
4. Describe the conditions necessary to enhance creative problem solving ability

**Unit 5:**

1. Describe the need theories motivation including the needs hierarchy, two factor method and the achievement-power-affiliation triad
2. Summarize the key propositions of goal theory and reinforcement theory
3. Explain the expectancy

**Unit 6:**

1. Explain how to enhance motivation through job enrichment, the job characteristics model and work group design
2. Summarize the basic principles of a behavior modification program in the workplace
3. Explain why recognition is a good motivator and characterize the nature of reward and recognition programs in the workplace
4. Describe how to effectively use financial incentives to motivate others
5. Apply an appropriate motivational model to a real-life situation

**Unit 7:**

1. Discuss the nature of conflict in organizations and its leading causes
2. Describe the nature of work stress, its causes and consequences
3. Explain what organizations can do to manage and reduce stress

**Unit 8:**

1. Describe the communication process
2. Describe the impact of information technology on interpersonal communication in organizations
3. Explain how nonverbal communication can be used to enhance communication
4. Discuss the formal and non-formal channels of organizational communication
5. Summarize the barriers to effective communication and how to overcome them
6. Explain how to overcome potential cross-gender and cross-cultural communication problems

**Unit 9:**

1. Describe the various types of groups in organizations
2. Summarize the stages of group development and key roles members occupy within a work group
3. Identify the characteristics of an effective work group
4. Identify several potential problems with group effort and explain how to prevent them
5. Discuss how to foster teamwork

**Unit 10:**

1. Differentiate between leadership and management
2. Describe key leadership traits, styles and behaviors
3. Explain the basic of four different contingency theories of leadership
4. Characterize transformational and charismatic leadership
5. Explain how 360 degree feedback is used to improve leadership effectiveness
6. Identify forces that can sometimes decrease the importance of leadership
7. Identify gender differences in leadership styles

**Unit 11:**

1. Identify sources of power for individuals and sub units within organizations
2. Describe the essence of empowerment
3. Describe factors contributing to organizational politics
4. Identify and describe various political and influence tactics
5. Explain how managers can control dysfunctional politics
6. Differentiate between the ethical and unethical use of power, politics and influence

**Unit 12**

1. Identify and describe concepts of organizational structure

2. Specify the basic features of the bureaucratic form of organization, including how it is divided into departments
3. Describe three key modifications of a bureaucratic structure: matrix, flat, outsourcing
4. Describe the two contemporary organizational designs referred to as horizontal structures and network organizations

*Unit 13*

1. Write an analysis of the importance of organizational culture
2. Describe two models of the change process in organizations
3. Explain why people resist change and how to manage such resistance
4. Explain the nature of organizational development

*Unit 14*

1. Describe the 4I framework of a learning organization
2. Identify the key characteristics of a learning organization
3. Identify organizational conditions favoring knowledge management
4. Discuss strategies and techniques for knowledge management
5. Describe methods for sharing information within an organization

*Unit 15*

1. Describe the scope, competitive advantages and success factors associated with cultural diversity
2. Identify and explain key dimensions of cultural differences
3. Describe what is required for managers and organizations to become multicultural
4. Discuss barriers to good cross-cultural relations
5. Explain how motivation, ethics; conflict resolution, and skills needed for negotiation can vary across cultures

C: COURSE CONTENT:

The Nature and Scope of Organizational Behavior Individual Differences, Mental Ability, and Personality Learning, Perception, Attitudes, Values, and Ethics Individual Decision Making and Creativity Concepts of Motivation Motivational Methods and Programs Conflict, Stress, and Well Being Interpersonal Communication Group Dynamics and Teamwork Leadership in Organizations Power, Politics, and Influence Organizational Structure and Design Organizational Culture and Change The Learning Organization and Knowledge Management Cultural Diversity and International Organizational Behavior

D: TEXTBOOK:

*Fundamentals of Organizational Behavior, 2<sup>nd</sup> Edition, by Andrew J. DuBrin. South-Western College Publishing: Cincinnati, 2002.*

E: REQUIRED COURSE MATERIALS:

None

F: METHODS OF INSTRUCTION:

Lectures, class discussions, and individual and group assignments.

G: EVALUATION:

Grades will be assigned based on the following percentage of total points received from projects, quizzes, homework practice sets, and exams.

90 - 100% = A; 80 - 89% = B; 70 - 79% = C; 60 - 69% = D; 59 and below = F

H: CREDIT BY EXAMINATION AVAILABLE FOR THE COURSE: None.

I: ATTENDANCE POLICY:

The College attendance policy shall be applied.