

MGMT 301 – Management and Organizational Behavior
Spring 2007

Instructor: Steve Mauldin, Ed.D.
E-mail: mauldinm@cofc.edu
Phone: 953-8192
Office: Beatty 427
Hours: Monday and Wednesday 8:00-9:00AM
After class
By appointment

Course description: This course approaches management as that process of reaching organizational goals by working with and through people and other resources. Organizations are treated as dynamic entities affected by individual and group behavior as well as structural and environmental factors. Special emphasis will be given to the vocabulary and concepts of organizational behavior and design.

Required text: Schermerhorn, Hunt and Osborn: Organizational Behavior, 9th Edition, Wiley

Prerequisites: Junior standing (60 hours)

Academic Integrity: You are expected to adhere to the College Honor Code.

Late assignments and make-up quizzes/exams: No late assignments or make-up examinations are allowed without an officially acceptable excuse.

Dropping the course: You are responsible for any decision to drop this course and must follow College of Charleston policy.

Grade Determination: Grade points will be distributed in the following manner:

Active classroom participation	20%
Assignments/Projects/Exams	20%
Quizzes	60%

Grading System Example: A=4.0, A-=3.7, B+=3.3, B=3.0, B-=2.7, C+=2.3, C=2.0, C-=1.7, D+=1.3, D=1.0, D-=0.7, F=0, XF=Failure due to academic dishonesty.

Assistance: If you have a documented disability that may have some impact on your work in this class and for which you require accommodations, please see an administrator at the Center of Disability Services (953-1431) or me so that such accommodation may be arranged.

Course Objectives: Students should be able to:

1. Understand management and organizational behavior concepts associated with continuous improvement in individual, group and organizational processes in our global environment. Specific attention will be given to: history of this field, problem solving/decision-making processes, international context of organizational behavior, managing diversity and individual differences, motivation, learning styles, group/team decision-making and development, organizational processes and benchmarking, leadership, communication, managing conflict and change.
2. Utilize these concepts to solve practical problems in private, public, not-for-profit, and social organizations. This will be aided by case analysis; each student is expected to analyze "real world situations" through the use of the five-step problem solving (or decision-making) process while insuring that alternative solutions generated for each case consider the ethical dimension as part of its feasibility.
3. Enhance self-management knowledge, skills, and abilities through the completion of a professionally developed resume/vita that is targeted to a career development goal selected by each student. These processes will encourage the application of management and organizational behavior concepts to the individual student's goals and objectives.
4. Enhance writing, interpersonal, presentation and critical thinking skills through the aforementioned objectives, examinations that require both analysis as well as synthesis and/or critical thinking, in-class experiential exercises, self-analysis assignments and class participation.

Learning Objectives by Chapters:

Chapters 1-3	Part 1: Organizational Behavior Today
	<p>Students should be able to:</p> <ul style="list-style-type: none">• Define significant business terms (e.g., organizational behavior, organization, stakeholders, workforce diversity, manager, task performance, job satisfaction, emotional intelligence, Total Quality Management, human capital, intellectual capital, workforce diversity, glass ceiling, ethical behavior, ethical dilemma, whistleblower, corporate governance, work-life balance, globalization, offshoring, cultural intelligence, expatriate, sweatshop)• Compare organizational design principles to architecture• State the four functions of management• Recognize the roles of effective managers• Describe how multiculturalism and ethics apply to organizations• Describe the impact of globalization on corporate strategy.

Chapters 4-8	Part 2: Individual Behavior and Performance
	<p>Students should be able to:</p> <ul style="list-style-type: none">• Define significant business terms (e.g., Type A and B orientations, cognitive dissonance, stereotyping, halo effect, projection, self-fulfilling prophecy, job satisfaction, job rotation, process reengineering, job sharing, telecommuting, temporary part-time work, permanent part-time work, management by objectives, performance appraisal, 360-degree evaluation, merit pay, gain-sharing, profit-sharing, flexible benefit plans)• State the five levels of Maslow's hierarchy of needs theory.• Recognize measurement errors in performance appraisals.

Chapters 9-10	Part 3: Group Dynamics and Teamwork
	<p>Students should be able to:</p> <ul style="list-style-type: none"> • Define significant business terms (e.g., synergy, status, congruence, group dynamics, Quality Circle, cross-functional teams, functional silos) • Describe the stages of group development. • Describe potential advantages and disadvantages to group decision-making. • Identify examples of groupthink. • Describe techniques to improve group decisions (e.g., brainstorming, Delphi technique). • Identify types of group norms.

Chapters 11-15	Part 4: Leadership and Organizational Processes
	<p>Students should be able to:</p> <ul style="list-style-type: none"> • Define significant business terms (e.g., transformational leadership, zone of indifference, noise, informal channels, active listening, management by walking around (MBWA), satisficing, heuristics, change agents) • Describe methods of managing conflict successfully. • Describe the different strategies involved in negotiation.

Chapters 17-19	Part 5: Organizational Structure and Design
	<p>Students should be able to:</p> <ul style="list-style-type: none"> • Describe significant business terms: (e.g., strategy, output goals, span of control, line units, staff units, control, organizational design, adhocracy) • Describe major advantages and disadvantages of divisional departmentation. • Describe major advantages and disadvantages of a matrixed organization.