

**KATZ GRADUATE SCHOOL OF BUSINESS
UNIVERSITY OF PITTSBURGH**

Organizational Behavior: Leadership and Group Effectiveness

Instructor: Dr. Debbie Good
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Term: Fall, 2010 (2011)
Class Time: Thursdays, 6:20 p.m. – 9:20 p.m.
Location: 532 Alumni Hall
Credits: 3
Office Hours: By Appointment

COURSE OVERVIEW:

This course is designed to introduce MBA students to the theories, concepts and practical applications of behavioral sciences to contemporary organizations. The course focuses on applying theories of human behavior to strategic and operational problems in management. Learning the critical concepts and skills of OB requires the active involvement of every student during each class session. We will be analyzing behavior from three general perspectives: individual (personality, attitudes, perceptions), group (teamwork, culture, cooperation, conflict) and organizational (leadership, power, change). At the completion of this course, you should have acquired an understanding of the many factors which influence work behavior. In addition, you should have an understanding of and ability to utilize several tools practitioners frequently use in managing the human side of an organization.

COURSE OBJECTIVES:

Several key objectives underlie the structure and content of this class:

- To increase your awareness of the key aspects of human behavior that lead to individual and organizational effectiveness
- To understand and challenge classic and contemporary behavioral science theory as it applies to real world managerial situations and challenges
- To enhance your ability to diagnose situations and problems dealing with individual, interpersonal and group behavior at work
- To encourage the process of continuous self-improvement as you begin to develop skills and expertise toward a career in the field of management
- To describe the decisions, structures and management practices that are required to effectively manage business in a competitive environment
- To develop a solid understanding of the practical challenges faced by managers in guiding effective teams while facilitating employee motivation within the parameters of organizational control systems

COURSE ORGANIZATION

This course is organized into three modules:

- The individual
- The team
- The organization

We will cover the following key topics:

- Personality
- Decision making
- Motivation and control systems
- Team development and effectiveness
- Organizational change.

This course has been designed based on current academic research in the area and evaluation comments from previous terms' students. It intended to be a demanding and challenging graduate course which develops and refines executive skills. A key element in the development of this course is a review of the diversity in the class. Most of you are part time students and as such have very different orientations toward work, travel and family time. Some of you are married, some of you are planning weddings, some of you have children. Some of you have 2-3 years of experience in the workplace, some of you have 20 years under your belt. Some of you had a quantitative curriculum for your undergraduate program. Some of you had a much more qualitative program. Some of you are working at major corporations like Westinghouse, Bechtel and Bettis and travel internationally on a regular basis. Some of you work for small, local non-profits. In short, this course must be designed to address all these needs and then some. And, when students leave this course, they all must have added key management skills that will help them gain a competitive advantage over their peers. It is a daunting challenge, but one I believe can be met. I look forward to meeting that challenge with you.

COURSE PROCEDURES

A variety of instructional methods will be utilized in this module including lecture, experiential exercises, videos and case studies. Key to the success of this class however, is the active involvement of every class member. Accordingly, it is desirable that all seminar participants complete the designated readings prior to attendance at each session. Completion of this material will provide a common ground for which all class members may share their ideas, insights, assessments and experiences.

COURSE MATERIALS

- **Textbook:** Hitt, M., Miller, C. and Colella, A., *Organizational Behavior: A Strategic Approach*, (Second Edition) John Wiley Publishers (ISBN: 978-0470-08697-1)

- **Harvard Business Cases:** The following cases will be used at specified sessions throughout the semester:
Coach Knight: The Will to Win
Coach K: A Matter of the Heart
Citibank: Performance Evaluation
Google, Inc.
Human Resources at Hewlett Packard
Leadership & Team Simulation: Everest
Paul Levy: Taking Charge of the Beth Israel Deaconess Medical Center
- I have registered this class with Harvard Business School Publishing which will allow you to purchase the cases online. Visit <http://cb.hbsp.harvard.edu/cb/access/6490807> for directions on how to purchase these cases.
- **Courseweb:** Other handouts, lecture notes and relevant information can be found on Courseweb.

COURSE REQUIREMENTS

- **Individual Case Analysis (15%):** You will be asked to complete an individual written case analysis. That analysis should apply and integrate the text, readings, lectures and class discussion theories and concepts. The analysis will be 5 pages (minimum). Graduate level writing without grammatical errors is expected. Criteria for evaluation of the case analysis can be found on Courseweb.
- **Group Case Analysis (15%):** Students will be assigned to a team on the first evening of the semester. Each team will be asked to complete a case analysis for one of two cases. Keep in mind that this assignment must be the combined efforts of all team members. Evaluation will be based on content and delivery. Information concerning the criteria for assessment and guidelines for presentation can be found on Courseweb.
- **Group/Organization Assessment (15%):** You will critically examine a group (work group, social group, etc.) or an organization (work firm, non-profit volunteer organization, etc.) of which you are a part to ascertain that group/organization's effectiveness and make recommendations for improvement. This paper should apply the concepts, theories and strategies discussed in class and in the text. Criteria for evaluation of this paper are available on Courseweb.
- **Mt Everest Simulation (10%):** Students will individually complete a detailed assessment of their experiences when participating in the Mt. Everest Simulation. Details on the simulation and pre-simulation exercises will be provided and reviewed prior to the simulation date. A format for student assessment of the exercise will be provided under separate cover.
- **Paul Levy Simulation (20%):** Students will individually and in groups complete a detailed assessment of their experiences when participating in the Paul Levy simulation. Details on the simulation and assessment form will be provided in class and under separate cover.
- **Group Exam (15%):** Groups will be assigned one of two cases to review and thoroughly analyze for key organizational behavior issues and recommended resolution of same. The analysis will be conducted during a designated class period such that

students may simulate the time pressures faced in the workplace in developing action plans and the difficulties in implementing same when those plans must be developed in a team environment.

- **Class Participation (10%):** Participation grades will be determined by the instructor and are designed to assess your contribution to the class activities and discussion scheduled each week. As a colleague of mine is quick to point out, “quality dominates quantity”. It is not necessary for you to dominate course discussions to attain a favorable evaluation. Instead, it is desirable that you further such “give and take”, demonstrate the ability to apply concepts to practice and provide insights on the subject at hand. Accordingly, your participation grade will include the quality of your comments as well as your regular attendance in class. Finally, periodic 1-2 page write-ups will be assigned to facilitate that class discussion and contribute to your overall class participation.

GRADING

The following grading scale will be used to compute your final letter grade for the course. The MBA guidelines for grading are also available for your reference on Courseweb.

A+	99-100	B+	86-89	C+	75-78	D+	65-67
A	94-98	B	82-85	C	71-74	D	62-64
A-	90-93	B-	79-81	C-	68-70	D-	59-61

OFFICE HOURS

As my offices is in Sennott Square and Posvar Hall and we are not holding class in Mervis, it will be best to set up an appointment time and place convenient to you if you need to discuss course materials, assignments, exam feedback or other concerns. Contact me by email to set up an appointment.

STUDENTS WITH DISABILITIES

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact me and also the Disability Resources Services (DRS) located in 216 William Pitt Union (412/648-7890 or 412/3838-7355 for TTY) as early as possible in the term. DRS will verify your need for accommodation and determine the appropriate services for this course.

One final note: Please make sure all cell phones and pagers are on vibrate during class.

SCHEDULE OF TOPICS

Date	Topic
September 2	Introduction to Organizational Behavior Perception Lenses
September 9	Personality/Decision Making
September 16	Motivation
September 23	Communication/Diversity
September 30	Mt. Everest Simulation
October 7	Leadership
October 14	CAREER SERVICES WEEK: NO CLASS
October 21	Groups/Teams
October 28	Structure/Culture
November 4	Paul Levy Simulation
November 11	Conflict/Power
November 18	Negotiation
November 25	THANKSGIVING: NO CLASS
December 2	Organizational Change
December 9	Case Exam

SCHEDULE OF DUE DATES

September 16	Personality Write-up
September 30	Citibank
October 21	Mt. Everest Simulation
October 28	Coach Knight/Coach K
November 4	Culture Write-up
November 18	Paul Levy Simulation
November 18	Conflict Write-up
December 9	Group Case Exam
December 16	Individual Paper on Group or Organization