Cleveland State University  
Levin College of Urban Affairs  
Fall, 2006  

PAD 604, Section 50 - Organizational Behavior  
Monday 6:00 - 9:50 p.m. UR 27

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Office hours: Monday 5:00 - 5:45 p.m. and by appointment.

Course Description

The course is designed to enable you to apply the theories of organizational behavior in your workplace. We will be using an experiential approach. You will have many opportunities to practice various techniques and to learn about yourself, enabling you to be a life-long learner.

Required Reading


Recommended Reference: Web site: http://owl.english.purdue.edu/handouts/research/r_apa.html (This is a simple guide to APA style.)

ADA If you believe that you require accommodations under the Americans with Disabilities Act (ADA), please contact the Office of Disability Services (UC 434) at 687-2015.

Course Requirements

Course grades will be based on the following criteria:

Class preparation and participation - 20%  
Attendance and dialogue are important components of this course. You are expected to come to class prepared to thoughtfully discuss the assigned readings and to have completed the exercises within the chapters. For assignments to be handed in to me, please type your answers to the questions. Cite the chapter and page number of the assignment at the top of the page, along with your name. Number your answers in the same way that the questions are numbered in the book, for example, B. 1., B. 2, etc. You do not need to retype the questions themselves.

Please contact me before class if you are unable to attend. You are responsible for obtaining notes and information from missed classes.

Weekly Assignments - 40%  
Instead of a midterm examination you will have assignments due each week. Each of the twenty assignments is worth 2 points.

Research proposal - 5%  
In order to make writing your research paper less painful, you will prepare a 3-5 page research proposal
detailing the research problem/situation, audience, proposed solution(s), and proposed literature search. You are encouraged to study and develop solutions to an organizational behavior challenge in your workplace or in an organization that you belong to. I will then submit your proposals to the CSU Institutional Review Board to obtain permission to proceed with our projects.

**Research Paper - 15%**
The paper should be written using APA style and be 10-15 pages in length. The paper should demonstrate your understanding of the organizational behavior theory you are applying and some viable solution(s) using appropriate citations and at least 10 references from refereed journals.

**Presentation of research - 5%**
You will be able to share the results of your research with the class towards the end of the semester. You will have 10 minutes to present followed by five minutes for questions.

**Final Examination - 15%**
One final take home essay examination will be given at the end of the semester.

**Graduate course grading:** Using this table as a guide, you will always know how you are doing in the course.

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<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>A</td>
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<tr>
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<tr>
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<td>70-74</td>
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<tr>
<td>F</td>
<td>below 70</td>
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**Course Outline - Reading Topics and Assignments**

**Note:** we will not be doing exercises from the Robbins Self-Assessment Library mentioned in the workbook.

Aug. 28  
Introduction to Course  
Personal Introductions  
Research Project Brainstorming

Sept. 4  
**Labor Day – No Class**

Sept. 11  
Read Chapter 1, The Psychological Contract and the Premeeting Preparation.  
**Complete the Personal Application Assignment pgs. 18-19 to hand in during class.**

Read Chapter 2, Theories of Managing People and complete all of the exercises in the chapter including the Premeeting Preparation.  
**Complete the Personal Application Assignment on pgs. 35-36 to hand in during class.**

Sept. 18  
**Presentation by CSU Institutional Review Board on Protection of Human Subjects**

(Note that there are three assignments due for this class.)

Read Chapter 3, Individual and Organizational Learning; complete the Premeeting Preparation and the Learning Style Inventory and Interpreting Your Scores.  
**Complete the Personal Application Assignment on pgs. 56-57 to hand in during class.**
Read Chapter 4, Individual and Organizational Motivation and complete the Premeeting Preparation. **Write up your stories so that you have them to share with your classmates in small groups during class and so that you can hand them in during class.**

**Complete the Personal Application Assignment on pg. 93 to hand in during class.**

Sept. 25  
Read Chapter 5, Values and Ethics and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on p. 113 to hand in during class.**

Read Chapter 6, Career Development and Work Stress and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on pgs. 140-143 to hand in during class.**

Oct. 2  
**Proposals Due**

Read Chapter 7, Interpersonal Communication and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on p. 169-170 to hand in during class.**

Read Chapter 8, Perception and Attribution and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on p. 187-188 to hand in during class.**

Oct. 9  
**Columbus Day – No Class**

Oct. 16  
Read Chapter 9, Group Dynamics and Work Teams and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on p. 210-211 to hand in during class.**

Read Chapter 10, Problem Solving and Creativity and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on pgs. 239-240 to hand in during class.**

Oct. 23  
We will meet in the computer lab to research OB literature for your papers during the first half of the class.

Read Chapter 11, Conflict and Negotiation and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on pgs. 262-263 to hand in during class.**

Oct. 30  
Read Chapter 12, Managing Diversity and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on pgs. 282-283 to hand in during class.**

Read Chapter 13, Leadership and complete the Premeeting Preparation.  
**Complete the Personal Application Assignment on pgs. 298-299 to hand in during class.**
Nov. 6  Read Chapter 14, Organizational Culture and complete the Premeeting Preparation and “Your Task.”
Complete the Personal Application Assignment on pgs. 322-324 to hand in during class.

Nov. 13  Research Papers Due
Research Presentations
Course Evaluation

Read Chapter 15, Decision Making and complete the Premeeting Preparation.
Complete the Personal Application Assignment on pgs. 347-348 to hand in during class.

Read Chapter 16, Power and Influence and complete the Premeeting Preparation.
Complete the Personal Application Assignment on pgs. 376-377 to hand in during class.

Nov. 20  Research Presentations

Read Chapter 17, Empowerment and Coaching and complete the Premeeting Preparation.
Complete the Personal Application Assignment on pgs. 400-401 to hand in during class.

Nov. 27  Research Presentations

Read Chapter 18, Performance Appraisal and complete the Premeeting Preparation.
Complete the Personal Application Assignment on pg. 437 to hand in during class.

Dec. 4  Web Based Class

Read Chapter 20, Managing Change and complete the Readiness to Change Quiz and the Premeeting Preparation.
Submit the Personal Application Assignment on pgs. 488-489 via email.
Read the Final Exam and email me if you have questions about it.

Dec. 11  Final Essay Exam Due – No Class
Guidelines for Research Proposal and Final Paper

** We will submit the research proposals to the CSU Institutional Review Board (IRB) in order to protect human subjects.

Format: The proposal and paper should be written in American Psychological Association (APA) style. This is a very simple author/date style that we will discuss briefly in class. Please double space your paper, use a simple typeface (e.g., Times New Roman), 12-point type, and put a one-inch margin around the text. Make sure to number the pages and use paragraphs rather than spaces to separate groups of sentences. You may use headings and your final paper should include the results of any field research you have done. You do not need to prepare an abstract or use a running header on each page.

State the problem: What organizational behavior problem or appreciative inquiry intervention do you want to study? You will probably need to give some background on the organization in this section. Be very specific about the problem / intervention.

Audience: Who are you writing this paper for? Your tone will vary depending on who you are speaking to. Your audience may be the members of the class, or you may want to share your work with your supervisor.

What do you think the solutions are? Be very specific in stating what you think the solutions may be, given your experience in the organization. Explain why you hold that opinion.

Literature search: Indicate where you will look in the literature. Will you look at the organizational behavior literature, in public administration, or is the issue so specific to your discipline or situation that you need to look into that field’s literature (e.g., health care administration, law enforcement)? You do not need to list your references in the proposal. Your final paper however, must contain at least 10 references from peer-reviewed journals that you have found on your own. You must discuss each article in your paper. You may also use book references but these do not count towards the 10 articles. If you are unable to do field research, you must have at least 15 references from peer-reviewed journals. The CSU librarians are very helpful and a wonderful resource.

Research design: Explain, in detail, how you will test your proposed solutions. Will you look at existing statistical data; will you survey your co-workers or employees? Will you interview people? How will you present your data? When and how will you perform your research?

Conclusion (for final paper only): Discuss whether the literature supported the solutions that you proposed initially. Then discuss the research results and how they can be applied to the agency problem / intervention.

Note: It is extremely important that you perform your research on your own time unless you have permission from your supervisor to do the work while you are on the job. A cooperative relationship with your supervisor is extremely important! If you do not believe you can safely study a problem in your organization, please discuss your proposal with me before proceeding.
Guidelines for Research Proposal and Final Paper

Final Paper

Format: The proposal and paper should be written in American Psychological Association (APA) style. The articles by Roberts, Vinzant, and Box above demonstrate how to cite authors within the text of your paper and how to prepare the list of References. Please double space, use a simple typeface (e.g., Times New Roman), 12-point type, and put a one-inch margin around the text. Make sure to number the pages and use paragraphs rather than spaces to separate groups of sentences. You may use headings and your final paper should include the results of any field research you have done. You do not need to prepare an abstract or use a running header on each page.

State the problem: What organizational behavior problem or AI intervention do you want to study? You will probably need to give some background on the agency in this section. Be very specific about the problem / intervention.

Goal: What do you want to achieve with your research? State this simply.

Audience: Who are you writing this paper for? Your tone will vary depending on who you are speaking to. Your audience may be the members of the class, or you may want to share your work with your supervisor.

What do you think the solution(s) are? Be very specific in stating what you think the solutions may be, given your experience in the agency. Explain why you hold that opinion.

Literature search: Indicate where you will look in the literature. Will you look at the organizational behavior literature, in public administration, or is the issue so specific to your discipline or situation that you need to look into that field’s literature (e.g., health care administration, law enforcement)? You do not need to list your references in the proposal. Your final paper however, must contain at least 10 references from peer-reviewed journals that you have found on your own. You must discuss each article in your paper. You may also use book references but these do not count towards the 10 articles. If you are unable to do field research, you must have at least 15 references from peer-reviewed journals.
Your text and the journal articles listed in the syllabus contain many references that you can use to begin your search of the scholarly literature. The CSU librarians are very helpful and a wonderful resource.

**Research design:** Explain, in detail, how you will test your proposed solution(s). Will you look at existing statistical data; will you survey your co-workers or employees? Will you interview people? How will you present your data? When and how will you perform your research?

**Conclusion (for final paper only):** Discuss whether the literature supported the solutions that you proposed initially or provided a new direction and how this affected your research design. Then discuss the research results and how they can be applied to the agency problem / intervention.

**Note:** It is extremely important that you perform your research on your own time unless you have permission from your supervisor to do the work on the agency’s time. A cooperative relationship with your supervisor is extremely important! If you do not believe you can safely study an agency problem, please discuss your proposal with me before proceeding.