

Bus 282A Management and Organizational Behavior
 Fall 2009; August 27-October 15; 6-9:15 pm Thursday evenings

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| INSTRUCTOR: | Asbjorn Osland Ph.D. | WebSite: | http://www.cob.sjsu.edu/osland_a/ |
| OFFICE: | BT 650 D (enter through 650) | OFFICE HOURS: | I'm on campus most days so simply call to see if I'm there. I'll certainly be available 4-6 on Thursdays. |
| OFFICE PHONE & EMAIL | 408/924-3574 (please use email for messages) osland_a@cob.sjsu.edu | CLASSROOM | TBD |
| FAX: | 408/924-3555 | Class Hours | Thursday 1800 – 21:15 |

Course Description: Based on the philosophy that increased self-awareness and effective self-management leads to more effective management of others, BUS 282A uses experientially focused, integrating models, principles, and activities.

Prerequisite: MBT students only Units: 2

Course Overview: Successful management requires knowledge about human behavior and organizational processes. This course provides you with an overview of the challenges that arise for managers in organizational settings and introduces the key concepts and theories needed by successful managers and leaders. Despite their satisfactory technical skills, people's careers are often limited by their inability to work effectively with others and the lack of interpersonal and leadership skills needed to make a difference. BUS282A presents comparable content and training to that found in executive development programs. The course seeks to help you understand human behavior in the workplace. My goal is to help you develop the organizational and people skills you need to manage yourself and others effectively and to create effective organizations. We will cover practical skills that you can begin to apply them immediately at work and home.

Course Objectives:

- To increase your self-awareness
- To help you become more skilled at reading cues and analyzing behavior in organizations using theories and concepts
- To help you learn what actions are appropriate and effective for different situations
- To help you acquire a larger repertoire of management behaviors or skills
- To teach you to think like a management expert and leader

Text: Organizational Behavior: An Experiential Approach by Osland, Kolb, Rubin & Turner. 8th Edition (Upper Saddle River, NJ: Prentice-Hall, 2007).

Course Format: The most effective method for teaching interpersonal and managerial skills is experiential learning. This means that we will turn the classroom into a laboratory and create conditions for understanding concepts through experience as well as readings. We will use role-plays, exercises, teamwork, and simulations so that you can pull out your own learning points from these experiences. This type of course requires

students to take responsibility for their own learning. In order for an experiential course to be successful, students must do all the reading and homework preparation and participate actively in the classroom. Therefore, participation is mandatory because what goes on in class is not a repeat of the readings but the heart of the course. You are an important ingredient in the class community we will form. If you have an emergency and cannot attend class, please call me beforehand so we can make special arrangements if need be.

| Grading System and Deadlines: | Points | Due Dates TBD |
|---|--------|--|
| PAA (Personal Application Assignment) x 2 | 40 | 9/10 & 10/1, each = 20 points |
| Team chapter presentations x 2 | 20 | Each team presents two at two different times, each = 10 pts |
| Course Peer Evaluation | 5 | End of course |
| Final Exam | 30 | 10/15 last hour of class |
| Class Contribution (preparation, homework, participation) | 5 | Throughout course |

Grading Percentage Breakdown:

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|----------------|----|------------|----|------------|----|------------|----|
| 94% and above= | A | 86% - 84%= | B | 76% - 74%= | C | 66% - 64%= | D |
| 93% - 90%= | A- | 83% - 80%= | B- | 73% - 70%= | C- | 63% - 60%= | D- |
| 89% - 87%= | B+ | 79% - 77%= | C+ | 69% - 67%= | D+ | below 60%= | F |

Tentative Course Calendar: Subject to change if required to do so or by mutual accord between students and professor.

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| Class: date | Reading and Homework Done Prior to Class. For each chapter glance at the PAA at the end of the chapter and consider it as a possible guide for your own PAAs that you write up. We will discuss the end of chapter PAAs where time permits. The PAA helps you learn the material through application. |
| Class one: 8/27 | Chapters 1-3. For #1, we'll do the instructor/participant interviews in class. In #2, we'll do the Manager of the Year Acceptance Speech. In #3, complete and score LSI in workbook. |
| Class two: 9/3 | Chapters 4-7. Take Five Factor Model Personality Inventory. Prepare Donor Services case – p. 673-676. Prepare Weyco case for discussion. |
| Class three: 9/10 | Chapters 8-11. In class exercises: Active Listening (pp. 206-210), Inner-Outer (pp. 268-274). First PAA due. |
| Class four: 9/17 | Chapters 12-14. In class exercises: Red-green game (pp. 353-354). Read articles by Osland (on globalization) and Osland & Bird (beyond sophisticated stereotyping). |
| Class five: 9/24 | Chapters 15-17. In class exercises: Perfect Square & Vroom's decision making styles (pp. 463-466). Catch up with things left undone. |
| Class six: 10/1 | Chapters 18-20. In class exercises: Influence role play (pp. 502-504), Performance appraisal of instructor. Catch up with things left undone. Second PAA due. |
| Class seven: 10/8 | Chapters 21-22. In class exercises: Hollow Square Exercise (pp. 653-656). Catch up with things left undone. |
| Class eight: 10/15 | Peer evaluation. Review of material covered and final exam. |