PSC 524.01: Seminar in Organizational Behavior

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P Sc 524 (3 cr)  
Seminar in Organizational Behavior  
Spring 2002  

Peter Koehn  
Office: LA 416 x5294  
M 2-4; W 12-12:30, 2-3:30; and by appointment

Course Description

The seminar focuses on behavioral skills that research has shown to be important contributors to managerial effectiveness. Students will assess their current strengths and weaknesses in each behavioral area, increase their cognitive understanding of these personal and organizational skills, and begin the process of expanding and enhancing their competency by applying the behavioral principles they learn to a variety of case studies and exercises.

Course Objectives

The course is organized around an integrated, comprehensive learning model designed to change learners’ individual and organizational behavior through skill assessment, learning, analysis, and practice. Specifically, we will concentrate on developing practical management skills in self-awareness, oral and written presentations, managing stress, conducting meetings, communicating supportively, gaining power and influence, motivating, managing conflict, empowering and delegating, interacting in multicultural-organizational contexts, and conducting interviews.

Course Conduct

The approach to this seminar can be described as application-oriented education. The experiential aspects of the course are to be used for practice, not discovery. The professor’s role is to facilitate student involvement by creating a learning process and an environment in which participants are motivated to find answers to their questions and to expand and sharpen their behavioral skills. Class attendance and participation are crucial.

Required Text


Course Requirements and Assessment

Class participation: completion of assigned pre-class activities, participation in seminar discussions, involvement in exercises, role plays, and case analyses, contributions to group activities, support for classmates’ learning experience. 33%

Individual written and oral assignments and exercises. 33%

Group Projects. 33%
Course Outline and Weekly Preparations

28 Jan 
**Introduction**

4 February  
**Developing Self-awareness**

*Class Preparation:*

Step #1. Read pp. 1-22.
Step #2. Complete and score step 1 of the *personal assessment of management skills* survey.
Step #3. Complete and score step 2 of the PAMS survey (see special instructions)
Step #4. Complete *what does it take to be an effective manager* exercise (interview 2 managers)
Step #5. Complete SSS Software exercise (allocate 3 hours)
Step #6. Complete and score step 1 of *self-awareness diagnostic survey*
Step #7. Complete and score *defining-issues test*
Step #8. Complete and score *learning-style inventory*

11 Feb  
**Developing Self-awareness** (continued)

*Class Preparation:*

Step #1. Complete and score *locus-of-control scale*
Step #2. Complete and score *tolerance-of-ambiguity scale*
Step #3. Complete and score *fundamental interpersonal relations orientation-behavior scale*
Step #4. Read pp. 56-83.

18 Feb  
Presidents’ Day – no class

25 Feb  
**Making Oral and Written Presentations**

*Class Preparation:*

Step #1. Read pp. 496-512
Step #2. Read “Style points” (e-res)
Step #3. Correct *Prof. Koehn’s Favorit Mastakes*

4 March  
**Managing Stress**

*Class Preparation:*

Step #1. (a) Complete and score step 1 of *stress-mgt* diagnostic survey
(b) Complete and score *time-mgt* survey
(c) Complete and score *type-A-personality inventory*
(d) Complete and score social-readjustment-rating scale
(e) Answer three sources of personal stress questions

Step # 2. Read pp. 104-146.
Step # 3. (a) Complete small-wins-strategy exercise
(b) Complete life-balance analysis (recommended)
(c) Complete deep-relaxation exercise (recommended)
(d) Complete assignments 5 & 6 on page 153 (recommended)

**Group meeting agenda due**
**Group topic proposal for organizational problem project due**

11 March       Coaching, Counseling, and Communicating Supportively

*Class Preparation:*
Step #1. (a) Complete and score step 1 of supportive-communication diagnostic survey
(b) Complete and score communication-styles survey
Step #2. Read pp. 216-245
Step #3. Complete one of these: assignment 1, 2, or 3 on page 248 (recommended)
Step #4. Initiate a PMI system at your workplace and evaluate results (recommended)

18 March       Spring Break

25 March       Conducting Meetings

*Class Preparation:*
(a) Read pp. 546-553
(b) Prepare to hold meeting (pp. 555-556) on group projects

1 April        Gaining Power and Influence

*Class Preparation:*
Step #1. (a) Complete and score step 1 of gaining power & influence diagnostic survey
(b) Complete and score using-influence-strategies survey
Step #2. Read pp. 255-294
Step #3. Complete assignment 1,2,3, or 5 on page 271 (recommended)

**Group organizational-problem-project outline due**

8 April        Motivating Others

*Class Preparation:*
Step # 1. (a) Complete and score step 1 of diagnosing poor performance and enhancing motivation survey
(b) Complete and score work-performance-assessment survey
Step # 2. Read pp. 304-341
Step # 3. Prepare option 2 (as amended) p. 340
Step #4. Complete assignment 1 or 2 on page 344 (recommended)

15 April  Managing Conflict

Class Preparation:
Step #1. (a) Complete and score step 1 of managing-conflict diagnostic survey  
(b) Complete and score strategies-for-handling-conflict survey  
Step #2. Read pp. 351-388

15 April  Empowering and Delegating

Class Preparation:
Step #1. (a) Complete and score empowerment and delegation diagnostic survey  
(b) Complete and score personal-empowerment assessment  
Step #2. Read pp. 409-448  
Step #3. Complete assignment 2 or 3 on page 449 (recommended)

22 April  Intercultural and Transnational Interaction

Class preparation:  
(1) Review pp. 63-64  
(2) Conner, “Developing the Global Leaders of Tomorrow” (e-res)  
(3) Read Schermerhorn, et al., Organizational Behavior, pp. 24-34 (e-res)  
(4) Read Phyllis Ngai & Peter Koehn, “The Pitfalls of Unspoken Signals” (e-res)  
(5) Read Phyllis Ngai, “Nonverbal Communication Behavior of Professional Administrators” (pp. 104-116) (e-res)  

**Group “intercultural interaction” presentation, role play, & negotiation

29 April  Preparation for final group presentation

6 May  Interviewing

Class Preparation:  
(1) Read pp. 524-537, 542-543

**Group organizational fact sheet due

13 May  **Group “organizational problem” presentations