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### PSC 595.01: Organizational Behavior

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**ORGANIZATIONAL BEHAVIOR  
PSC 595**

**THE UNIVERSITY OF MONTANA  
Department of Political Science**

**Helena Masters of Public Administration Program**

**DNRC ROOM -- 6:00-9:15 (THURSDAYS)**

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**TEXTS:** *Management of Organizational Behavior*, 6th Edition, by Hersey & Blanchard (Referred to as H&B in reading assignments)

*Classic Readings in Organizational Behavior* by Ott

**COURSE DESCRIPTION**

Organizational behavior (OB) is one of the most exciting and useful areas in the study of management. This course examines the basic concepts included in OB (i.e. motivation, communication, leadership, etc.). The focus of the course is on application. Students often consider OB one of the most valuable courses taken in management programs because the models and concepts are readily applicable to real-life organizational situations. The format of this seminar involves reading the general text (Hersey & Blanchard) and applicable articles in Ott's Classic Readings book. After discussing the material groups of students will present and discuss the assigned articles.

PSC 503 is designed to achieve two primary goals. The first is to acquaint students with the complexities of public policy. The second goal is to develop analytical and technical skills. The class will be conducted as a seminar/workshop thus, greater emphasis will be placed on discussions than traditional lectures.

**GRADE WEIGHTS:** Paper.....80% Papers due last night of class  
Participation.....20% Based on article critiques

**INSTRUCTOR:** Jeffrey D. Greene, Ph.D.

**OFFICE:** LA 356 (UM) Telephone: 243-6181 (W) 721-2543 (H)

**ADDRESS:** Dept. of Political Science, UM, Missoula, MT 59812

**REQUIREMENTS:** The major requirement for this class is the application paper -- due the last night of class. There will be no exam. The paper essentially applies concepts and models acquired in class to a real organizational setting. The details of this paper will be explained in greater detail on the first night of class. All papers should be about

25 pages in length. On the last night of class, students will briefly present their papers.

**ATTENDANCE:** Students are encouraged to attend class. Poor attendance may affect one's final grade. The participation grade is based the article summaries.

### **GROUP ARTICLE CRITIQUE GUIDELINES**

- A. Articles will be assigned to groups. The group is responsible to have thoroughly read the article, be prepared to present an overview of the article, and be prepared to respond to questions from the instructor and the class. The total time of the presentation should be no longer than 15 minutes.
- B. Each group should also develop a **summary** of their article. A summary is a brief overview of the article. It briefly outlines the article's key themes, major points, and conclusions.

There are some specific questions one should consider while reading the article and developing a summary.

1. **What is the major subject and theme of the article?**
2. **What is the major question(s) the author(s) address?**
3. **What techniques, tools of analysis, or methods are employed to answer the question(s)?**
4. **What are the major points the author(s) make?**
5. **What do the author(s) conclude? What suggestions are made?**
6. **What is the relevance of the article to theory or practice? (What does it mean?)**

### **COURSE OUTLINE and READINGS**

**SESSION 1** Introduction - Overview - What do managers do?

H&B Chapter 1  
Ott Introduction

**SESSION 2** Motivation

H&B Chapters 2,3  
Ott "The Human Side of Enterprise" by McGregor  
"One More Time: How Do You Motivate Employees" by Herzberg  
"Expectancy Theory" by Campbell, Dunnette, Lawler, Weick

**SESSION 3** Leadership

H&B Chapters 4,5  
Ott "The Giving of Orders" by Follett  
"The Contingency Model:" by Fielder

"Life Cycle Theory of Leadership" by Hersey & Blanchard

**SESSION 4 Leadership**

H&B Chapters 6,7,8,9  
Ott No readings

**SESSION 5 Developing Human Resources in Bureaucracies**

H&B Chapters 10,11  
"Bureaucratic Structure and Personality" by Merton  
"The Organization Man" by Whyte  
"Democracy as Hierarchy and Alienation" by Thayer

**SESSION 6 Communication**

H&B Chapters 12,13

**SESSION 7 Group Dynamics**

H&B Chapter 14  
Ott "Banana Time:" by Roy  
"Coalitions" by Pfeffer  
"Groupthink" by Janis  
"Origins of Group Dynamics"  
"The Hawthorne Studies" by Roethlisberger

**SESSION 8 Planning and Organizational Change**

H&B Chapter 15  
Ott "Overcoming Resistance to Change" by Coch and French  
"Group Decision and Social Change" by Lewin  
"Intervention Theory and Methods" by Argyis  
"The Ethics of Social Intervention:" by Kelman and Warwick  
"The Architecture of Culture and...." by Kanter

**SESSION 9 Implementation (All Readings Assigned to Groups)**

H&B Chapter 16 Managing People to Perform  
Chapter 17 The One Minute Manager  
Chapter 18 Effective Follow-up

**SESSION 10 The Concept of Power (All Readings Assigned to Groups)**

Ott Chapter 5  
"Power:" by Cartwright  
"The Base of Social Power" by French & Raven  
"The Concept of Power..." by Haire  
"Who Gets Power?" by Salancik and Pfeffer  
"Identifying and Using Political Resources" by Yates

**SESSION 11 Synthesizing Management Theory**

H&B Chapter 20

**SESSION 12 No Readings -- Papers due**

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