

Florida Atlantic University
School of Public Administration
Course Syllabus
PAD 3104: Organization Behavior and Communication

Semester: Fall 2002
Instructor: John Donohue
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Location: Davie Campus ES 122
Time: Saturdays 8:00-10:50 August 24, 2002 through December 7, 2002
Office Hours: Saturdays 11:00-11:30

Course Description:

This course is designed to explore human behavior in an organization setting. The course has the following objectives:

1. To provide the student with a general understanding of the study of organizations with emphasis on such topics as individual and group behavior within organizations; communication and decision-making processes within organizations; and organizational structure and design.
2. To provide the student with an understanding of theories of organizational behavior in public and private organizations.
3. To relate the theory of organizational behavior to organizational effectiveness and management effectiveness.
4. To examine some contemporary and developing issues in organizational behavior and communication.

Course Requirements:

Required Text:

Gibson,, Ivancevich, Donnelly, and Konopaske (2003). Organizations: Behavior, Structure, Processes , 11th Edition. McGraw-Hill

Vinzant and Crothers. (1998). Street-Level Leadership: Discretion and Legitimacy in Front-line Public Service. Georgetown University Press

Additional readings may be assigned as needed throughout the semester.

Exams:

There will be two exams given: a mid-term and a final. The mid-term exam will cover all material up to the point of the exam. Both exams will consist of objective multiple-choice questions. The objective questions on the final will cover all material following the mid-term exam. In addition, the final exam will include a case study with accompanying essay questions. The case study will use material from the entire course.

Research Paper:

Each student will be responsible for writing a research paper on any one of a number of organizational behavior and communication topics. Sample paper topics are listed on page 2 of this syllabus. Each student is required to use ***at least three (3) scholarly journal articles*** as sources for the paper. Examples of scholarly journals include Public Administration Review and Administration and Society. The paper should be 7-10 pages in length double-spaced with one inch margins. The paper should conform to APA publication standards.

The paper is due ***in class*** on November 16, 2002. The grade for late papers will be decreased 1/2 of a letter grade for each day late.

Book Review

Each student is required to write a book review of Vinzant and Crothers. (1998). Street-Level Leadership: Discretion and Legitimacy in Front-line Public Service. The review should include the following:

1. A brief summary of the author's main arguments (1-3 pages)
2. An analysis of the book. What do you think of the authors hypothesis and conclusions? (2-3 pages).
3. Briefly discuss whether this book accurately describes your organization and/or if it could be used to improve the understanding between managers and employees in your organization.

The book review is due at the beginning of class on Oct 19, 2002.

Class Participation:

Class participation has two components: attendance and participation in class discussion. Attendance is important. Any student missing three class sessions may receive a reduction of one letter grade for participation. Four or more absences may result in a failing participation grade.

Students are expected to have read each chapter assigned and may be called on to discuss the relevant ideas in the readings. Failure to prepare for class may result in a lower class participation grade.

Course Grading:

Alphabetic grades will be assigned based on the following accumulated scores:

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|--------|----|--------------|----|----------------|-----|
| 100-94 | A | 76-74 | C | Mid-term Exam | 25% |
| 93-90 | A- | 73-70 | C- | Final Exam | 30% |
| 89-87 | B+ | 69-67 | D+ | Research Paper | 20% |
| 86-84 | B | 66-64 | D | Book Review | 15% |
| 83-80 | B- | 63-60 | D- | Participation | 10% |
| 79-77 | C+ | 59 and below | F | | |

Schedule of Class Sessions

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| Aug. 24 | Introduction Gibson Chapter 1 |
| Aug. 31 | Gibson Chapters 2 and 4 (Organizational Culture and Individual Differences) |
| Sept. 7 | Gibson Chapters 5 and 6 (Motivation) |
| Sept. 14 | Gibson Chapters 7 (Work Stress) |
| Sept. 21 | Gibson Chapter 8 (Group Behavior) |
| Sept. 28 | Gibson Chapter 9 (Conflict and Negotiation) Review for Midterm |
| Oct. 5 | <u>Midterm Examination</u> |
| Oct. 12 | Gibson Chapter 10 (Power and Politics) |
| Oct. 19 | Gibson Chapter s 11 and 12 (Leadership) Vinzant Entire Book <u>Book Review Due</u> |
| Oct. 26 | Gibson Chapter 13 (Study of Organization) |
| Nov. 2 | Gibson Chapter 14 (Organizational Structure) |
| Nov. 9 | Gibson Chapter 15 (Communication) |
| Nov. 16 | Gibson Chapter 16 (Decision Making) <u>Research Paper Due</u> |
| Nov. 23 | Gibson Chapter 17 (Organizational Change) Review for Final Exam |
| Nov. 30 | Thanksgiving Break (NO CLASS) |
| Dec. 7 | <u>Final Exam</u> |

Suggested Topics for research papers.

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| Formal and Informal Organizations | The impact of reinventing government on public organizations |
| Factors affecting employee satisfaction | Decision-Making Theories |
| Effective Communication | |
| Citizen Participation in Public Organizations | Organizational culture |
| Street-Level Bureaucracy | Mentoring |
| Discretion in Public Sector Organizations | Telecommuting |
| Alternative management styles within organizations | Participative management |
| Leadership within organizations | Public service motivation |
| Group conflict within organizations | Technology within organizations |
| Alternative organizational structures | Motivation and performance |
| Centralization and decentralization of authority | Effective organizational communication |
| Managing Conflict within organizations | |
| Relationship between organizational culture and merging organizations | |
| The impact of alternative employment relationships (i.e. use of temporary workers) on organizational behavior | |