

Understanding and Managing Organizational Behavior

Course Description

This course is an examination of human relations theory and individuals, group, and organizational performance in relation to organizational structure in contemporary business and public agencies. It is an interdisciplinary field, drawing from on concepts from a variety of subject areas. Covered are personality and attitudes, work motivation, interpersonal and group processes, organizational design and development, and decision making.

Completion Deadline & Exam: This course, including the examination, must be completed within one year of the date of purchase. In addition, unless otherwise indicated, no correct or incorrect feedback for any exam question will be provided.

Course Level: Overview. This program is appropriate for professionals at all organizational levels.

CPE Credits: 14 (CPA)

Category: Business Management and Organization

Prerequisite: None

Advanced Preparation: None

Course Learning Objectives

Chapter 1: An Introduction to Organizational Behavior

After reading this chapter you will be able to:

1. Recognize organizational behavior.
2. Identify different theories and views on organizational behavior.

Chapter 2: Managing People and Organizations

After reading this chapter you will be able to:

1. Recognize the manager's job in terms of managerial functions, roles, and skills.
2. Recognize different principles on the function of management.

3. Identify different aspects of an organization, including ethics, diversity, ways to manage for effectiveness from the perspective of organizational behavior.

Chapter 3: Motivation

After reading this chapter you will be able to:

1. Recognize different theories of motivation and how they apply in the organization.
2. Identify how goals can be set to motivate high levels of job performance.
3. Identify ways in which jobs can be designed so as to enhance motivation.

Chapter 4: Work-Related Attitudes

After reading this chapter you will be able to:

1. Recognize important characteristics of job satisfaction.
2. Identify steps that management can take to improve mentoring programs.
3. Identify characteristics of diversity management programs and how management can make them successful.
4. Recognize the elements of sexual harassment in the workplace.

Chapter 5: Organizational Communication and Power

After reading this chapter you will be able to:

1. Recognize information communication channels within an organization.
2. Identify various methods for improving organizational communication.
3. Identify the main types of power in an organization.

Chapter 6: Groups and Teams in Organizations

After reading this chapter you will be able to:

1. Identify how groups develop and perform in organizations.
2. Recognize the advantages and disadvantages of teams vs. individual contributions.

Chapter 7: Leadership

After reading this chapter you will be able to:

1. Recognize leadership styles such as the task oriented and the relationship oriented styles, and how can they affect team behavior.
2. Identify the basic tenets of a number of leadership theories, including the LPC contingency theory and the path-goal theory of leadership, and how they can be implemented in an organization.

Chapter 8: Prosocial Behavior, Cooperation Conflict, and Stress

After reading this chapter you will be able to:

1. Recognize potential conflict triggers within the organization.
2. Identify the positive and negative consequences of conflict in organizations.
3. Identify techniques for managing conflict in organizations.

Chapter 9: Making Decisions in Organizations

After reading this chapter you will be able to:

1. Distinguish between different assumptions regarding the rational decision making process of a company.
2. Identify various factors that contribute to imperfect decision making in organizations.
3. Recognize forms of unethical thinking.

Chapter 10: Culture, Creativity, and Innovation

After reading this chapter you will be able to:

1. Recognize the attributes of an organizational culture.
2. Identify the innovation process and how management can promote innovation in the organization.

Chapter 11: Designing Effective Organizations

After reading this chapter you will be able to:

1. Recognize different organizational structures and the advantages associated with them.
2. Identify when certain organizational types may be appropriate, and how other organizational forms may develop on their own.

Chapter 12: Managing Organizational Change and Development

After reading this chapter you will be able to:

1. Identify the general conditions under which organizational change is likely to occur.
2. Recognize different examples of Management by Objective goal setting.
3. Identify techniques of organizational development and their effectiveness.