

ARTS ADMINISTRATION

Course Call Number: [Click here to enter text.](#)

Course Title: **Organizational Behavior**

Term & Year: [Click here to enter text.](#)

Instructor: [Click here to enter text.](#)

Office Location: [Click here to enter text.](#)

University Email Address: [Click here to enter text.](#)

Phone Number: [Click here to enter text.](#)

Office Hours: [Click here to enter text.](#)

COURSE INFORMATION

Course Location and Time

[Click here to enter text.](#)

Description and Prerequisites

Throughout our lives, we spend much of our time in various types of organizations, including commercial enterprises, educational institutions, families, and other social groups outside of the workplace. As an area of study, organizational behavior seeks to understand and explain people's behavior and experiences in these organizations and groups.

This course is a survey of some of the core areas of organizational behavior. The course will cover selected applications on topics such as the changing nature of work, motivation, power and leadership, team dynamics, and organizational change. Organizations are highly complex entities, comprised of multiple individuals and groups whose combined activities produce the output of the organization. In addition, organizations affect the interests of many different people, including employees, investors, suppliers, customers, the communities in which they operate, governments, labor unions, etc. Through this module, we will explore how research and knowledge of OB can be applied in your workplace.

Classes will be mixed-format in nature. I will lecture some of the time; however, much of our time will be spent on interactive activities and discussions. Activities will include group work, video-based discussions, cases, and other experiential activities. The learning experience in this course depends heavily on each student being prepared to actively participate in every class session. This means that you need to be fully acquainted with the material in the reading modules prior to our meetings. ***I am especially interested in your ability to discuss how the material relates to issues in your specialization/organization/industry, and to the personal challenges you face or will face as an arts administrator.***

Textbooks and Required Materials

- Bolman, L. E., & Deal, T. E. (2003). *Reframing organizations: Artistry, choice and leadership* (4th ed.). San Francisco, CA: Jossey-Bass. ISBN: 9780470641668.
- Ancona et al. (2004). *Managing for the Future: Organizational Behavior and Processes*. ISBN-10: 0324055757

Technology Requirements

COURSE OUTCOME & OBJECTIVES

Program Outcomes	Course Objectives
Demonstrate advanced knowledge of the history, structure and institutional behavior of arts organizations in the nonprofit, public and private sectors in the U.S. and, in a global context, including international cultural policy.	<ul style="list-style-type: none"> • Read about, critically analyze, and gain a thorough understanding of the main concepts and topical areas of organizational behavior. • Develop an understanding of the changing characteristics of organizations. • Develop a deeper understanding of leadership and human motivation. • Develop an understanding of multiple perspectives through which organizations can be analyzed and understood. • Develop an understanding of your role as leaders in organizations, as well as your strengths and limitations
Demonstrate proficiency with a sophisticated skill set emphasizing best practices with regard to: fundraising and financial management; setting goals in a mission driven (as well as a revenue driven) organization; understanding the important legal issues inherent in managing (either) performing or visual arts organizations; marketing within arts organizations; and engaging communities with the arts.	
Demonstrate competence sufficient to successfully obtain a position in the field of arts administration and/or nonprofit management.	

CLASS SCHEDULE

Week	Date	Topics and Assignments	Assessments and Assignments (Readings must be prepared PRIOR TO the listed week)
1		Course Introduction	
2		The "New" Organization	Ancona: The New Organization: Taking action in an era of organizational transformation Reframing Organizations, Ch. 1-2

3		Multiple Perspectives on organizations	Ancona: Three lenses on organizational analysis and action
4		The Structural Frame	The <i>Structural</i> Frame Reframing Organizations, Ch. 3-5
5		Changing Employment Relationships: Motivation in the “New” Organization	The <i>Human Resource</i> Frame Reframing Organizations, Ch. 6-8
6		From Power and Politics to Symbolism	The Political Frame Reframing Organizations, Ch. 9-11 The Symbolic Frame Reframing Organizations, Ch. 12-14
7		Group Case Analysis Team Meetings	
8		Managing Cultural Diversity	Ancona: Managing Cultural Diversity
9		Negotiation and Conflict Resolution	Ancona: Negotiation and conflict resolution
10		Communication	Ancona: Roads to successful issue selling
11		Teams and Teamwork	Ancona: Making teams work Ancona: Team processes
12		Leadership	Ancona: Leadership
13		Managing Change in Organizations	Ancona: Managing change in organizations Reframing Organizations, Ch. 18-19
14		Team Presentations	n/a
15		Final Exam	Final Exam

ASSIGNMENT & ASSESSMENTS

Assessment	Weight
Group Case Study	35
Final Exam	35
Participation	30
Total	100 points

INSTRUCTOR POLICIES

Class Participation

(Sample text)

I expect you to attend every class. You are responsible for completing all of the required assignments. I expect all students to participate in class discussions, contributing ideas and perspectives on topics or art. All your work should incorporate aspects or issues addressed in class in relation to your personal or professional interests.

You are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that everyone has an opportunity to gain from time spent in class, unless otherwise approved by the instructor, you are prohibited from using cellular phones or beepers, checking your email or surfing the internet, updating your social networking sites, eating or drinking in class, making offensive remarks, reading newspapers or magazines, sleeping or engaging in any other form of distraction. Inappropriate behavior in the classroom shall result in, minimally, a request to leave class, which will be counted as an unexcused absence

Attendance Policy

(Sample text)

- After three absences your entire final grade will drop one letter grade per additional absence.
- If you miss more than six class meetings, you will fail the course.
- Two tardies, leaving early, excessive breaks will count as one absence.
Any student that misses more than 5 classes for either personal or medical reasons will be encouraged to drop the course.
- If you miss role call, it is your responsibility to see that the record is corrected from an absence to a tardy if you are late.
- If you miss a class please ask another classmate for information on the material we covered that day. If your absence is excused by the instructor (documented medical or documented emergency), please make an appointment to review missed material.
- Missing a critique day will lower your letter grade for the semester by one.

Late Work/Make-Up Work Policy

(Sample text)

Students may write a 2-page précis on the day's assigned readings in order to make up for discussions missed due to absences, but only for the first three absences. NO extra credit will be given to make up for excess absences.

Late work may be subject to a penalty of 10% deducted from the assignment's value per day the work is late, unless the student provides proof of an acceptable mitigating circumstance: serious illness, death of a family member, or other circumstance if approved by the instructor.

Grading

(Sample text)

A = Excellent (100-90%)

B = Above Average (89-80%)

C = Average (79-70%)

D = Inferior (69-60%) [passing but not necessarily satisfying degree requirements]

F = Failure (59% or below)

UNIVERSITY & DEPARTMENT POLICIES

Academic Integrity

Accommodations/Disabilities

Library Support

Course Content and Schedule Changes

Incomplete Grade Policy

STUDENT RESOURCES

Document Formatting

(Sample text)

All written materials and assignments must be typewritten or word-processed utilizing the following format. NO handwritten papers will be accepted.

- 1-inch margins
- Times New Roman, size 12
- Double spaced
- Heading: your full name, the date, and the assignment title at the top of the first page
- Correct use of citations, if applicable
- Included illustrations, if any, must be located at the end of the document (not in line with text), accompanied by correct citations, and DO NOT count towards total page length of the assignment.

Discussion Guidelines

(Sample text)

1. Comments should address the idea under discussion, not the person who proposed the idea.
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2. Whether discussing a work of art, idea, or other topic, every evaluative statement should be accompanied by a rationale.
“_____ [specific aspect] was _____ [good/bad/other value judgment] because _____ [rationale or criterion].”
 3. Use disciplinary-specific vocabulary whenever possible.
 4. If commenting on a fellow student’s paper or presentation, lead with a positive statement before offering a negative criticism. “I liked ___ because _____, but I don’t think that your _____ was as successful because _____.”

Discussion is among the most important activities in any class, so your attention should remain undivided. Absolutely, positively no cell phones or other electronic devices may be used during class. Electronics must be powered off, unless you have a unique personal reason for which you have received prior approval by the instructor.

Web Links

Links or other online content will be shared via the course website

Bibliography or Recommended Readings

Additional or recommended readings will be shared via the course website

Attachments-1

Written directions for assignments

Organizational Case Study—Group Project

An important part of this course involves an organizational case study that you will perform in groups using concepts you have learned in the course. The project is designed to give you personal experience in applying organizational behavior concepts to a real world problem.

The organizational analysis will be conducted in small teams, and we will set aside some class time for group work. However, you should be prepared to meet regularly with your group outside of class as well. You will be assigned an organization the first week of class; if you would like to choose an alternate organization you may do so by notifying the professor no later than the second week of class.

The culmination of the group case analysis will be a **thirty- to forty-five minute presentation** and a **five page paper** outlining your recommendations.

- The presentation and paper should focus on:
 - Outlining the scope of the issue
 - Precise recommendations for how to best address the issue or problem
 - The presentations (Week 14) should emphasize your most insightful findings
 - They will be graded on quality and creativity of presentation style as well as content.
- The criteria for evaluation of the organizational case study are:
 - (1) demonstration of thorough understanding of the organizational problem or issue,
 - (2) integrated understanding of how *OB concepts* can be applied
 - (3) recommendations and suggestions for implementation of proposed solutions,
 - (4) creativity and quality of overall presentation/clarity of writing overall paper.

Final Exam

There will be a Final Exam, as listed in the attached Course Outline. The intent of the exam is simple: To allow you to demonstrate that you have read, interacted with, understood, and synthesized the course material (e.g., readings, class activities, etc.). The exam will consist of short answers, longer essays, and a case application. Under no circumstances will you be allowed to “make up” an exam.

Class Participation

The format of this course involves a combination of lectures, videos, class discussion, and experiential exercises. Your participation is needed and required. To begin with, this means that you must arrive on time. Late arrivals disturb the flow of classroom activities.

Attending class and contributing to the discussion helps you develop communication skills, problem-solving skills, cooperative learning skills, and interpersonal skills. Thus, participation is essential to the success of the class. Absences should be cleared with the professor in advance.

Finally, attendance is a necessary, but not sufficient, condition to obtain a high participation grade. You are expected to “add value” to class discussions and activities. The class participation component of your final course grade should not be taken for granted; it must be earned.

Attachments-2

Grading Rubrics for Assignments

(Sample text)

Written Assignment Rubric

	5 excellent	4 good	3 satisfactory	2 unsatisfactory	1 very poor	0
Text adequately addresses assigned question or topic						
Use of additional resources						
Use of proper English/overall quality of writing						
Meets due date						
Correct format						
Length meets assignment specifications						

Total Points = ____ / 30