Organizational Behavior

**OB 6152** Executive Coaching (1 semester credit hour) Executive Education Course. This is a one-on-one, developmental experience with a professional, ICF certified executive coach. The goal of the coaching experience is to develop the soft skills required for leadership positions including executive presence, strategic self-awareness, social networking, political intelligence, and social intelligence. Instructor consent required. (1-0) Y

**OB 6155** Capstone in Organizational Behavior and Coaching (1 semester credit hour) Executive Education Course. The capstone course is the culmination of the program in which students further develop their knowledge of organizational behavior and executive coaching through application of field experiences. Students conduct research across different subject areas, integrate and apply the major theories and principles they have learned during the program to develop a cohesive and multifaceted output. Department consent required. (1-0) S

**OB 6248** Coaching Practice Lab I (2 semester credit hours) Executive Education Course. Small group practice sessions for the purpose of applying and deepening the principles and techniques learned throughout the coaching classes. The purpose of this class is to engage in applied learning through peer-to-peer interaction with instructor feedback. This course is offered in an online format only. Corequisite: **OB 6350**. (2-0) S

**OB 6249** Coaching Practice Lab II (2 semester credit hours) Executive Education Course. Small group practice sessions for the purpose of applying and deepening the principles and techniques learned throughout the coaching classes. The purpose of this advanced class is to engage in applied learning through peer-to-peer interaction with instructor feedback. This course is offered in an online format only. Prerequisite: **OB 6248**. Corequisite: **OB 6351**. (2-0) S

**OB 6253** Coaching Practicum (2 semester credit hours) Executive Education Course. Individual sessions with a supervising coach and small-group supervised sessions. For the individual sessions, students will be required to submit recordings for review or provide for real-time attendance by the supervising coach so that an evaluation of their coaching competence can occur. Feedback and guidance will help students develop their coaching skills. A comprehensive exam will be used to evaluate coaching competency. The exam will test for their knowledge, skills, and abilities as an executive and professional coach. Instructor consent required. This course is offered in an online format only. Pass/Fail only. Corequisite: **OB 6352**. (2-0) T

**OB 6255** Capstone in Organizational Behavior and Coaching (2 semester credit hours) Executive Education Course. The capstone course is the culmination of the program. Students are required through research to integrate the major theories and principles of the entire curriculum. Students further develop their knowledge of organizational behavior and executive coaching through application of field experiences. Department consent required. (2-0) S

**OB 6261** Executive Workshop (2 semester credit hours) Executive Education Course. New students begin the Executive MBA program by attending this workshop and completing the follow-up assignments. The course focuses primarily on lectures and experiential learning exercises conducted by the Leadership Center at UT Dallas and other Centers of Excellence from Jindal School of Management. Instructor consent required. (2-0)
Organizational Behavior (3 semester credit hours) The study of human behavior in organizations. Emphasizes theoretical concepts and practical methods for understanding, analyzing, and predicting individual, group, and organizational behavior. Topics include work motivation, group dynamics, decision making, conflict and negotiation, leadership, power, and organizational culture. Ethical and international considerations are also addressed. (3-0) S

Managing Organizations (3 semester credit hours) Macro-management: managing internal organizational processes such as restructuring, and external network relationships such as strategic alliances. Applications to current management issues. Prerequisite: OB 6301. (3-0) Y

Human Resource Management (3 semester credit hours) This course covers various human resource management issues including workforce planning, talent acquisition, employment law, performance management, job/competency analysis, training/learning, leadership and career development, compensation and benefits, and labor relations. The course also examines how the human resource function contributes to execution of the company's business strategy, business performance, and competitive advantage. (3-0) Y

Foundations of Work Behavior (3 semester credit hours) Individual work behaviors such as organizational choice, motivation, performance, turnover, and absenteeism. Motivational processes which support such behaviors and the personal reactions of persons to them. Prerequisite: OB 6301. (3-0) Y

Strategic Human Resource Management (3 semester credit hours) Theories, concepts, and procedures involved in managing human resources. Examination of the correspondence between organizational strategies and human resources needed to carry out those strategies. Topics include job analysis, compensation and benefits, performance management, succession planning, career development issues, legal considerations, and international issues. Prerequisite: OB 6301. (3-0) T

Principles of Leadership (3 semester credit hours) Theories and techniques of leadership, emphasizing the complementary roles of management and leadership in organizations. The course will address emotional intelligence, leadership styles, communications and leadership processes, focusing on how leaders turn challenging opportunities into successes and get extraordinary things done in organizations. Self-assessment exercises will focus on the development of individual leadership skills. Prerequisite: OB 6301. (3-0) Y

Interpersonal Dynamics (3 semester credit hours) Structures and processes governing interactions among persons in small groups, linking individuals into social units. Structures of power, leadership, norms, roles and status. Processes of intimacy, influence, communication, decision making, cooperation/conflict and change. Prerequisite: OB 6301. (3-0) T

Organizations and Organizing (3 semester credit hours) Means by which people create, maintain, and change organized work structures. Resulting alternative organizational forms are examined. Prerequisite: OB 6301. (3-0) T

Power and Politics in Organizations (3 semester credit hours) Political processes and the development and use of power in organizations including the role of power in decision-making, sources of power, conditions for the use of power, assessing power in organizations; political strategies and tactics; political language and symbols, and applications to budgeting, careers and organizational structure. (3-0) T

Negotiation and Dispute Resolution (3 semester credit hours)
This course explores the theories, processes, and practical techniques of negotiation so that students can successfully negotiate and resolve disputes in a variety of situations including interpersonal, group, and international settings. Emphasis is placed on understanding influence and conflict resolution strategies; identifying interests, issues, and positions of the parties involved; analyzing co-negotiators, their negotiation styles, and the negotiation situations; and managing the dynamics associated with most negotiations. Practical skills are developed through the use of simulations and exercises. (3-0) Y

**OB 6333** Managerial Decision Making (3 semester credit hours) Normative and descriptive examination of managerial decision making at the individual, group, and organizational levels. Exploration of cognitive heuristics, rational and non-rational decision making, temporal decision processes, and strategic decision processes under the influence of uncertainty and ambiguity of organizational contexts. Prerequisite: OB 6301. (3-0) T

**OB 6334** Foundations of Organizational Development (3 semester credit hours) Explores the foundations and role of organizational development. Topics include: emergence and development of the field and its role in twenty-first century organizations; major macro-level organizational concepts such as organizational strategy, structure, culture, innovation, and globalization; and the role of organizational development in change management, intervention strategies and group process. (3-0) R

**OB 6335** Organizational Development Process and Practice (3 semester credit hours) Explores the functions and practices of organizational development. Topics include establishing vision and mission and strategic alignment, conducting inquiry and addressing resistance, engaging leaders and supporting participants, and small scale change - individuals and groups. Prerequisite: OB 6334. (3-0) R

**OB 6337** Motivational Leadership in Organizations (3 semester credit hours) Analyzes the types of behaviors which lead to high performance within healthcare organizations. Topics include individual behavior and motivation, behavioral job requirements and job/person matching, the differences between leadership and managerial behavior; and how to establish and maintain a high performance work climate. (3-0) Y

**OB 6338** Coaching as a Leadership Style (3 semester credit hours) Executive Education Course. Develops highly effective coaching skills for fostering positive change in both individuals and teams. Topics include developing an effective coaching relationship through intelligent listening and authentic feedback, assessing an individual's readiness for change and helping to increase colleagues' personal and professional effectiveness. (3-0) Y

**OB 6339** Negotiations and Contracts (3 semester credit hours) Executive Education Course. This course addresses contracts and explores the theories, processes, and practical techniques of negotiation so that students can successfully negotiate and resolve disputes in a variety of situations including interpersonal, group, and international settings. Emphasis is placed on understanding influence and conflict resolution strategies; identifying interests, issues, and positions of the parties involved; analyzing co-negotiators, their negotiation styles, and the negotiation situations; and managing the dynamics associated with most negotiations. Practical skills are developed through the use of simulations and exercises. Instructor consent required. (3-0) Y

**OB 6340** Leading Strategic Change Processes in an International Environment (3 semester credit hours) This course emphasizes practical skills required to be an effective change agent. Topics include entry in change projects, negotiating role expectations, contracting, diagnostic interviewing, motivating system change and overcoming resistance, group dynamics and large group interventions, and intercultural differences in leadership expectations. Prerequisite: OB 6301. (3-0) T
**OB 6341** Organizational Change From Theory to Practice (3 semester credit hours) Executive Education Course. This course covers models of organizational change that are used to transform organizational functioning, executional capabilities, and ultimately business performance. Focus will be on bridging the gap between theory and practice. Topics include a theoretical overview of the organizational change discipline, common change models used in practice, and their strengths and weaknesses. (3-0) Y

**OB 6342** Organizational Diagnosis (3 semester credit hours) Executive Education Course. This course focuses on gaining theoretical knowledge and practical skills necessary to diagnose the operating effectiveness of a firm, business unit, or business function. The course covers how to design a diagnostic approach, gather fact-based information, how to analyze the information, draw actionable conclusions, and how to create a set of actions necessary to impact organizational performance. Additionally, a case study approach will be used. (3-0) Y

**OB 6343 (ENTP 6343)** Strategy and Management in the Craft Brewing Industry (3 semester credit hours) This course focuses on the actual business of craft brewing and examines the competition, strategy, operations, production, financing, sales and marketing, supply, distribution, and regulation. The course provides a comprehensive perspective on the dynamics of an emerging industry, with detailed information on managing the business aspects of craft brewing, with insight into potential jobs and careers in this industry, and challenges of starting and operating a small business. (3-0) S

**OB 6344** Organizational Development: Bridging Theory and Practice (3 semester credit hours) Executive Education Course. The discipline of applied organizational development (OD) is broadly concerned with the application of empirically supported theoretical frameworks that, when applied, improves the performance capability and effectiveness of individuals, teams, and entire organizations. This course covers a range of models and practices spanning all three domains with a focus on how they translate to and apply in practice. Topics range from improving individuals' performance, to improving the effectiveness of work teams, to large-scale system and organizational behavior diagnosis and change. The course is designed to bridge the gap between OD theory and research and actual practice. (3-0) Y

**OB 6345** The Dynamics of Interpersonal Relationships (3 semester credit hours) Executive Education Course. Applying evidence-based concepts, models, and principles, this course explores the dynamics of interpersonal relationships. Self-awareness and "other" awareness will be facilitated by examining behavioral styles and key motivational drivers that influence interpersonal interactions in varied contexts. Examination of dynamics that underscore productive and counterproductive communications will support the student to read and proactively manage communications well before they become problematic. Students learn how to apply skills for effective interpersonal influence in personal and organizational contexts. Skills learned in the course supports continuing interpersonal growth and development as the student encounters new and challenging personal and organizational circumstances. This course also emphasizes practical application of course material through individual and group assignments. (3-0) Y

**OB 6346** Leading Organizational Change (3 semester credit hours) Executive Education Course. This course explores how real change happens in organizations including setting a business strategy, using change models, and showing leadership throughout the change process. Topics include the linkage of business strategy and organizational change, driving and resisting forces to change, frameworks helpful in guiding the change process, and the types of leadership most critical at different stages of the change process. (3-0) Y

**OB 6347** Performance Management Systems (3 semester credit hours) A systematic approach is taken to show how performance management adds value to the organization. Emphasis is on the manager-employee
OB 6301 Communication process involved in establishing clear expectations and understanding about the job. Job functions, the role of the job in reaching organizational goals, performance appraisal techniques and uses, and performance improvement issues are addressed. Prerequisite: OB 6301. (3-0) T

**OB 6348** Leadership Concepts and Practices (3 semester credit hours) Executive Education Course. This course explores theories and techniques of leadership and approaches from antiquity to the present time with emphasis on complementary roles of management and leadership in organizations. The course covers various aspects of developing such approaches and its critical analyses. The course also addresses emotional intelligence, leadership styles, communications practices and with specific focus on how leaders turn challenging opportunities into successes and achieve extraordinary results. Self-assessment exercises will focus on the development of individual leadership skills. (3-0) Y

**OB 6350** Executive and Professional Coaching (3 semester credit hours) Executive Education Course. The class provides students with a study of the origins and structure of coaching. Topics include the current status of coaching, the history of coaching as a profession, basic coaching principles, ethics and standards, the core competencies of coaching, and basic coaching techniques and practices. It also addresses the role of personal style in coaching and how to adjust coaching behavior to fit the coaching requirements of clients. This course is offered in an online format only. Corequisite: OB 6248. (3-0) T

**OB 6351** Coaching in the Business or Organizational Setting (3 semester credit hours) Executive Education Course. This course prepares coaches to work with individuals and teams in a corporate or business environment. Topics include coaching and organizational behavior theories and models that facilitate client change within an organizational setting, coaching executives with an emphasis on achieving business results, coaching methods for groups, and research practices. This course is offered in an online format only. Prerequisite: OB 6350. Corequisite: OB 6249. (3-0) T

**OB 6352** Advanced Coaching Models and Methods (3 semester credit hours) Executive Education Course. The course provides students with advanced principles and practices for coaching individuals within the corporate setting. Topics include appreciative inquiry models and techniques, a practical lab in team coaching, a survey of evidence-based coaching models, the use of language to promote change, research practices, and evidence based positive psychology. This course is offered in an online format only. Prerequisite: OB 6351. Corequisite: OB 6253. (3-0) T

**OB 6354** Organizations and Environments (3 semester credit hours) This course covers the analysis of organization-environment relations, with special emphasis on managing the organization for strategic advantage. Theories and concepts will be drawn from the fields of organizational sociology, industrial organization economics, and strategic management. Topics include mergers, acquisitions, and divestitures, regulation and deregulation, the role of boards of directors, the diffusion of organizational innovations, collective organizational actions such as joint ventures, the formation of trade associations, and industry evolution. (3-0) R

**OB 6355** Capstone in Organizational Behavior and Coaching (3 semester credit hours) Executive Education Course. The capstone course is the culmination of the program. Students are required through research to integrate the major theories and principles of the entire curriculum. Students further develop their knowledge of organizational behavior and executive coaching through application of field experiences. Department consent required. (3-0) S

**OB 6357** Small Group Dynamics (3 semester credit hours) Executive Education Course. This course discusses and analyzes the dynamics of group communication, interactions, and decision-making, particularly as subgroups of organizations. The course also discusses related theories to better understand the

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opportunities and challenges of group work to enhance organizational effectiveness. Students will be involved in a number of group activities on team-building aspects and presentation effectiveness to augment lectures and readings. (3-0) Y

**OB 6370** Foundations of Organizational Consulting (3 semester credit hours) Executive Education Course. This course explores the foundations of organizational consulting and the roles of internal and external consultants. Topics include the history of consulting, scoping and pricing projects, writing proposals and preparing contracts, and successfully navigating the consulting cycle from client entry to diagnosis and from development to implementation and exit. This course is offered in an online format only. (3-0) Y

**OB 6371** Theory and Practice of Organizational Consulting (3 semester credit hours) Executive Education Course. This course explores the theories, frameworks, and applications of organizational consulting interventions. Topics include organizational structure and culture, change management, workflow and job design, employee engagement, selection and on-boarding, performance management, workforce planning, leadership development, succession planning, high performance teams, and individual development and coaching. This course is offered in an online format only. (3-0) Y

**OB 6372** The Business of Consulting (3 semester credit hours) Executive Education Course. This course explores the challenges of building a successful consulting practice and being an effective organizational consultant. Topics include creating a value proposition, building a brand, setting a strategy, and implementing an operating model for a consulting practice as well as consulting competencies, ethical guidelines, and professional development strategies for consultants. This course is offered in an online format only. (3-0) Y

**OB 6373** Organizational Consulting: Theory and Practice of System-Wide Interventions (3 semester credit hours) Executive Education Course. Explores the theories, frameworks, and applications of organizational consulting interventions at the organizational level. Topics include organizational frameworks, organizational design, job design, process and work flow design, workforce analytics and planning, organizational culture, and change management. In addition, case studies will be used to apply course content to deliver integrated and effective system-wide interventions. This course is offered in an online format only. (3-0) Y

**OB 6374** Organizational Consulting: Theory and Practice of Individual and Team Interventions (3 semester credit hours) Executive Education Course. Explores the theories, frameworks, and applications of organizational consulting interventions at the individual and team level. Topics include employee engagement, selection and on-boarding, performance management, high performance teams, individual development and coaching, succession planning, and career development and leadership development. In addition, case studies will be used to apply course content to deliver integrated and effective interventions. (3-0) Y

**OB 6375** Mediation Process and Practices (3 semester credit hours) Executive Education Course. This course explores the dynamics of third-party mediation as a strategy to assist two or more parties in reaching agreement on a course of action to resolve a dispute or to address some other challenge. Building on an understanding of mediation methods that have appeared in history and in many cultures, students will review and critique modern methods, and have an opportunity to practice a generic model that can be customized to fit organizational, community, and family topics. Ethics and professional practice topics will equip students to introduce new skills in settings where mediation skills can be used to help parties control costs and increase satisfaction in dispute situations. This course is offered in an online format only. (3-0) Y
**OB 6376** Dispute Systems Design (3 semester credit hours) Executive Education Course. This course examines the theory and practice of organizational dispute resolution systems (DSD) and offers a model for assessing current operations, planning, implementing, and evaluating the effectiveness of changes. For practitioners of interest-based negotiation and mediation, the course allows exploration of the organizational dynamics that support these methods and the organizational dynamics that block or derail them. Considering methods of dispute systems design in the literature, students complete exercises that provide practical experience in carrying a DSD effort from Initial Contact through to Blueprint/Assessment, Implementation, and Evaluation/Continuous Improvement phases. (3-0) Y

**OB 6377** The Neuropsychology of Leadership (3 semester credit hours) Executive Education Course. Exploration of the manner in which advances in the neurosciences inform organizational interventions in the area of leadership. This course explores basic neural structures and functions and how these are activated within interactions between leaders and their teams as indicated by research. Of particular importance will be the relevance to workplace dynamics, particularly how the research can be translated into leadership practices that can augment productivity and engagement as well as research exploring which practices can derail organizations. (3-0) Y

**OB 6378** Business Models and Systems (3 semester credit hours) Executive Education Course. This course orients students to commercial value chains, business models, and viewing business as systems. This course explores value chains to understand how they deliver goods and services into the marketplace to derive both value-in-consumption and value-in-profitability for firms. The course explores both supply systems and go-to-market systems. Finally, the course provides students with the ability to read business financial statements in real case studies. Students learn to assess a firm’s level of health and to derive workforce implications. (3-0) Y

**OB 6379** Culture and the Employee Value Proposition (3 semester credit hours) Executive Education Course. This course reviews the dimensions of organizational culture and the use of culture surveys in an international context. The role of leadership and HR in establishing, managing, and changing culture is explored. The concept of the employee value proposition is established along with its impact on the organization’s ability to attract, develop, and retain talent in the global marketplace. A course capstone project is completed where the student defines current and future cultural elements along with an employer brand. (3-0) Y

**OB 6380** Viewing Organizations as Systems (3 semester credit hours) Executive Education Course. This course is designed to help students view and think about organizations from a systems vantage point. Systems thinking is a core skill that is developed using rich case studies. Organizational design methods are studied to ground the student in the discipline and to place the design engagement in the context of viewing the organization as a system. Case studies are used to explore global uses and differences and how they impact the business systems. (3-0) Y

**OB 6381** Strategic HR Application (3 semester credit hours) Executive Education Course. This course leverages the concepts from the entire program and facilitates the student through case applications. The processes, practices, and tools are applied to a student selected project. The student assesses a business and recommends human capital improvements to include the areas of culture, people, talent, leadership development, and organizational effectiveness. (3-0) Y

**OB 6382** Transformational Leadership (3 semester credit hours) Executive Education Course. This course explores Transformational Leadership as it relates to workforce dynamics and practices. Students will investigate the history of this theory, including the variety of approaches to Transformational Leadership as
well as salient cultural, gender, and business forces influencing its development over time. Course assignments include the applicability of Transformational Leadership to challenges inherent in both present and future workplaces. Case studies in Transformational Leadership will integrate theory with practice. Academic literature will be reviewed introducing relevant issues surrounding the application of this model in a variety of settings. (3-0) Y

**OB 6V99** Special Topics in Organizational Behavior (1-6 semester credit hours) May be lecture, readings or individualized study. May be repeated for credit as topics vary (6 semester credit hours maximum). Instructor consent required. ([1-6]-0) S

**OB 7300** Organization Theory (3 semester credit hours) Survey of major theoretical perspectives and current research in organization theory. Prerequisite: International Management Studies PhD majors only and instructor consent required. (3-0) Y

**OB 7302** Organization Behavior (3 semester credit hours) This course is designed to expose students to a variety of organizational behavior/human resource management (OB/HRM) topics and data gathering techniques. Different procedures for gathering research data, usually within the context of the papers will be critiqued and a term paper is required. Instructor consent required. (3-0) Y

**OB 7306** Macro-Organizational Empirical Investigation (3 semester credit hours) PhD seminar in the process of empirical research on organizations including formulation of a research question; the development and application of theory leading to the construction of models and the formulation of hypotheses; the design of a study; identification of data sources and the collection of data; computer analysis of data to test hypotheses; and the presentation of the study in a research paper. Emphasis will be given to linear models, archival data, and regression analysis, but other approaches will be discussed. Topics may vary. Prerequisite: **OB 7300** or equivalent or instructor consent required. (3-0) R

**OB 7310** Group and Intergroup Processes (3 semester credit hours) Current theories of group processes and group development in different social contexts. Work and non-work, intergroup relationships, group task and process issues, stages of group development, group norms, group roles, group structure, leadership, group cohesion, intergroup conflict and cooperation, intergroup interdependencies and organizational structure, boundary roles, intergroup communication, power, organizational politics and managing intergroup differences. Prerequisites: (**OB 6301** or **OB 6303**) and **OB 6322** or instructor consent required. (3-0) R

**OB 7312** Social Network Theory (3 semester credit hours) Social network theory focuses on structural relations among people and organizations. As one of the fastest growing paradigms originated from anthropology and sociology, it has gained enormous popularity within the broad field of organizational management. This course provides a systematic introduction to social network theory by reviewing its basic history, philosophy, theories, and methodologies. The course also explores how social network theory can be applied to addressing various management issues such as knowledge diffusion, social capital, strategic alliance, and network dynamics. (3-0) R

**OB 7313** Organizational Decision Making (3 semester credit hours) This seminar provides a systematic and up-to-date literature background for academic research in this area. This course covers normative, descriptive, and non-rational aspects of decision making at the individual, group, and organizational/strategic levels. The course also examines the impact of contextual factors such as uncertainty, ambiguity, environment, structure, process, information technology, international culture, and ethics on organizational decision making. (3-0) R

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