

MGMT 5600 / PPA 6600
Managing People in Organizations
Spring, 2017

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Office Hours: Tuesdays, 4:30-6:00 and by appointment

This course introduces you to concepts and processes that are relevant to life within organizations. Individual, group, and organizational level topics are covered, including motivation, leadership, power, and organization change. We will discuss theories of organizational behavior and apply them to the workplace. This course is designed for you to think about management/employee relations and how to work toward creating effective organizations.

Course Goals: At the end of this course, you should know how to analyze organization dynamics, know what factors to attend to when conducting such an analysis, diagnose why problems exist, and create appropriate remedies to the problems you have identified. In doing so, you will become a more effective manager and contribute to organizational effectiveness.

Learning Objectives: By the conclusion of this course, students will:

- Understand basic concepts and theories of organizational behavior
- Know how to apply organizational behavior concepts to analyze situations in organizations
- Be able to diagnose and remedy problems with organizations as they relate to employee motivation, leadership, group dynamics, and organizational change.

Readings: The readings come from several sources. Most weeks there is reading in the customized text book (referred to as M-H). This book is available in the campus bookstore. The assigned articles can be downloaded via the library website, except for “The Smile Factory” and “Group Study” which are posted on MyGateway.

To access journal articles, follow these steps:

On the UMSL website, click on Libraries

Click on “Journals by Title” tab

Type in name of desired journal – e.g. Harvard Business Review

Click on the database that contains the volume/issue you want, depending on the publication date of the article you are looking for-e.g. Business Source Premier

Click on the year you want

Click on the issue # you want

Find the article from the table of contents and click on PDF full text

Cases: During the semester we will discuss four cases in class (**excluding** Mt. Everest – final case): “Jonah Creighton,” “Erik Peterson (A),” “Iggy’s Bread of the World,” and “Donna

Dubinsky.” These are in the course booklet which you can purchase in the bookstore. All cases should be read before coming to class. For each case, a set of questions will be posted on the corresponding module page on MyGateway. Each student is responsible for answering the questions for **two** out of the four cases – i.e. you will turn in a written assignment and receive a grade for the two cases you select. The assignment must be handed in at the beginning of the class in which the case is discussed. Participation in all of the case discussions will be reflected in your participation grade. **No hand-written, late, emailed, or make-up assignments will be accepted.**

Case assignments are graded based on the following criteria:

Comprehensiveness: all the critical elements/items to address the question are identified.

Justification: provides excellent justification for elements/items identified, using evidence from the case to support your assertions.

Integrates relevant OB concepts: identifies and integrates relevant concepts from the readings/lectures to address the assigned question. Your written explanation illustrates your understanding of the concepts and their applications.

Writing: Uses correct grammar and spelling. Ideas are conveyed clearly.

Final Case. In addition to the four cases discussed above, there is a final written case assignment – Mt. Everest. Halfway through the semester, students will be asked to form small teams. Each team will jointly analyze the case and will turn in one written case analysis. The case is due on **April 25** and will be discussed during class that night.

The grade you receive on the case assignment is a team grade – everyone on the team receives the same grade for the content (90% of the assignment’s grade.) As with teams, you are mutually responsible for the work of the group. This means that if any part of the analysis and write-up is deemed unacceptable (e.g. because of academic misconduct), each person on the team will receive a zero for the assignment. You need to make sure each person’s contribution to the paper is proper/good scholarship.

To make this a worthwhile experience, it is my hope that you will integrate your new knowledge about groups and teams into the way you “run” your team. However, if a team is having trouble, please let me know. To deter social loafing, you will be given the opportunity to assess each person’s contribution to the team. This assessment will be incorporated into your grade for the assignment (worth 10% of the assignment’s grade.)

Exams: There are 2 exams. The first exam is scheduled for **February 28**. The second exam is scheduled for **May 2**. Exams cover material from class and from the readings. Make up exams will be given only in the case of an emergency and must be arranged prior to the exam.

Participation: Your participation in class discussions and exercises is expected. It will make the class more interesting and you will become part of the learning process. It is also a good way to relate class topics to your experiences in organizations. To provide the proper incentive, you will be awarded points toward your final grade based on the quality of your participation. To deter inappropriate behavior in groups, including but not limited to social loafing, participation

grades may be negatively affected by unacceptable behavior. Repeated absence, tardiness, and other types of disruptive/disrespectful behavior in class (e.g. texting, using cell phones, checking email) will also negatively affect participation grades.

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|-----------------|-------------------|-----------------|
| <u>Grading:</u> | Exam 1 | 22.5% |
| | Exam 2 | 22.5% |
| | 2 Cases write-ups | 15% (7.5% each) |
| | Mt Everest Case | 25% |
| | Participation | 15% |

Some assignments will be given a letter grade (e.g. cases) and some will be graded with numbers (e.g. exams). At the end of the semester, your course grade will be a weighted average of your scores on all assignments, including participation.

In computing the weighted average, your letter grades will be converted to a number score as follows: A = 95, A- = 92, B+ = 88, B = 85, B- = 82, C+ = 78, C = 75, etc.

Once the weighted average is computed, letter grades for the course will be assigned for points earned, as follows:

A = 93 - 100 points

A- = 90 - 92.9

B+ = 87 - 89.9

B = 83 - 86.9

B- = 80 - 82.9

C+ = 77 - 79.9

C = 73 - 76.9

C- = 70 - 72.9

(According to Graduate School policies, graduate students cannot receive grades of A+ or D).

Academic misconduct, including but not limited to using other people's work through cheating or plagiarism, is prohibited.

Course Outline and Assignments

Jan 17 **Introduction** - What is OB?
M-H, Ch.1

Jan 24 **Culture**
M-H, Ch. 14, pp.30-57.

Van Maanen, J. 1991. "The Smile Factory: Work at Disneyland." In P.J. Frost, L.F. Moore, M.R. Louis, C.C. Lundberg, & J. Martin (Eds.) Reframing Organizational Culture: 58-76. Newbury Park, CA: Sage. (On MyGateway)

Rice, J. 2012. "Why Make Diversity So Hard to Achieve?" Harvard Business Review, 90(6): 40

Case: "Jonah Creighton." Harvard Business School – to be discussed in class
(In Course Booklet)

Optional:

Meyer, Erin. 2015. "When Culture Doesn't Translate." Harvard Business Review, 93(10): 66-72.

Jan 31 **Motivation**
M-H, Ch. 6, pp.58-84.

Rosenbach, W.E. & R.A. Zawacki. 1989. "Participative Work Redesign: A Field Study in the Public Sector." Public Administration Quarterly, 13 (1): 112-121.

Feb 7 **Motivation**
M-H, Ch. 7, pp.86-108.

Optional:

Moritz, Bob. 2014. "How I did it: The U.S. Chairman of PWC on Keeping Millennials Engaged." Harvard Business Review, 92(11): 41-44.

Feb 14 **Leadership**
M-H, Ch. 16, pp.110-143.

Goleman, D. 1998. "What Makes a Leader?" Harvard Business Review, 76(6): 93-102. (In Course Booklet)

Case: "Erik Peterson (A)" Harvard Business School – to be discussed in class
(In Course Booklet)

Optional:

Antonakis, J., M. Fenley, & S. Liechti. 2012. "Learning Charisma." Harvard Business Review, 90(6): 127-130.

Kim, W.C. & R. Mauborgne. 2003. "Tipping Point Leadership." Harvard Business Review, 81(4): 60-69.

Shoemaker, P.J.H., S. Krupp, & S. Howland. 2013. "Strategic Leadership: The Essential Skills." Harvard Business Review, 91(1): 131-134.

Feb 21

Groups/Teams

M-H, Ch. 8, pp. 144-177.

Duhigg, Charles. 2016. "Group Study" New York Times. (On MyGateway)

Mulvey, P.W., J.F. Veiga, & P.M. Elsass. 1996. "When Teammates Raise a White Flag." Academy of Management Executive, 10 (1): 40-49.

Optional:

Gratton, L. & T.J. Erickson. 2007. "8 Ways to Build Collaborative Teams." Harvard Business Review, 85(Nov.): 101-109.

Neeley, Tsedal. 2015. "Global Teams that Work." Harvard Business Review, 93(10): 75-81.

Malhotra, A., A. Majchrzak, & B. Rosen. 2007. "Leading Virtual Teams." Academy of Management Perspectives, 21(1): 60-70.

Feb 28

Exam 1

Mar 7

Managing Organizational Change

M-H, Ch.16, pp. 178-205.

Kotter, J. 1995. "Leading Change: Why Transformation Efforts Fail." Harvard Business Review, 73(2): 59-67. In Course Booklet

Chatman, J. 2014. "Culture Change at Genentech: Accelerating Strategic and Financial Accomplishments." California Management Review, 56(2): 113-129.

Optional:

Jaskyte, K. 2008. "Employee Creativity in U.S. and Lithuanian Nonprofit Organizations." Nonprofit Management & Leadership, 18(4): 465-483.

Battilana, J. & T. Casciaro. 2013. "The Network Secrets of Great Change Agents." Harvard Business Review, 91(7) (July-August): 62-68.

Mar 14

Managing Organizational Change

Case: “Iggy’s Bread of the World” Harvard Business School – to be discussed in Class (In Course Booklet)

Optional:

Katzenbach, J.R., I. Steffen, & C. Kronley. 2012. “Cultural Change that Sticks.” Harvard Business Review, 90 (7/8): 110-117.

Balser, D.B. & J. Carmin. 2009. “Leadership Succession and the Emergence of an Organizational Identity Threat.” Nonprofit Management and Leadership, 20(2): 185-201.

Greiner, L.E. 1998. “Evolution and Revolution as Organizations Grow.” Harvard Business Review, 76(3): 55-68.

Mar 21

Power

M-H, Ch.10, pp.206-233.

Interview with Robert Cialdini. 2013. “The Uses (and Abuses) of Influence.” Harvard Business Review, 91(7) (July-August): 76-81.

Case: “Donna Dubinsky and Apple Computer” Harvard Business School – to be discussed in class. (In Course Booklet)

Optional:

Uzzi, B. & S. Dunlap. 2005. “How to Build Your Network.” Harvard Business Review, 83(12): 53-60.

Mar 28

Spring Break

Apr 4

Decision Making

M-H, Ch. 10, pp.234-266.

Optional: Kahneman, D., Lovallo, D., & Sibony, O. 2011. “Before You Make that Big Decision...” 89(6): Harvard Business Review, 51-60.

April 11

Class is cancelled

April 18

Negotiation

Reading: Dawson, Roger. 1995. “Secrets of Power Negotiating.

Optional:

Sebenius, J.K. 2001. "Six Habits of Merely Effective Negotiators." Harvard Business Review, 79(4): 87-95.

Brooks, A.W. 2015. "Emotion and the Art of Negotiation." Harvard Business Review, 93(12): 57-64.

Leary, K. J. Pillemer, & M. Wheeler. 2013. "Negotiating with Emotion." Harvard Business Review, 91(1): 96-103.

Apr 25 **Final Case Due** – "Mt.Everest – 1996" – to be discussed in class (In Course Booklet)

May 2 **Exam 2**