EXBU 6580

Managing People in Organizations

Spring, 2016

Instructor: Professor John L. Cotton

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Office Hours: Tuesdays & Wednesdays, 2:00 - 4:00, after class, and other times by arrangement
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Course Objectives:

The field of Organizational Behavior is concerned with people, and how they interact within work organizations. As such, we will focus on "people problems" in organizations. This course is designed to provide students with a broad exposure to topics and issues of importance to managers of organizations.

This course will aim to provide:

1. An increased awareness of and sensitivity to "people problems" in work organizations.
2. A base of knowledge on which you can draw in addressing these problems.
3. Better developed critical thinking skills necessary for interacting with people in organizations.
4. Increased self-insight and thereby improved effectiveness as a manager.


An electronic packet of cases and readings will also be provided. Voice-over PowerPoint Slide shows and Videos are provided on D2L.
Grading:

Each student team will write up three cases. Your grade will be based on the case write-ups, your contributions to the on-line discussions and/or application journals, a company project, a research paper, and your contributions to class participation. The three case write-ups will each be worth 10%, your on-line discussions and/or application journals (in total) will be worth 10%, the company project will be worth 10%, the research paper will be worth 30%, and class participation will be worth 20%. Therefore about 30% of your grade will be based on your group performance, and about 70% will be based on your individual performance.

Class Policies:

1. You are expected to view the PowerPoint slides and videos, and read the assignments and cases prior to coming to class. Even if you do not have a case write-up due, you are still expected to prepare the case for class discussion. We will not routinely review the text and readings, so you will find it necessary to have some background knowledge in case discussions.

2. All of you are expected to participate in discussions. Class participation is critical if this course is to succeed.

3. Case write-ups are due the day we are discussing that case. On-line discussions and application journals are due by 5:00 on the Friday before class. If you have any problems or questions with an assignment, call me before it is due to be turned in. Late assignments will be accepted, but the grade will be reduced for every day they are late.

4. I will follow the grading system (outlined below) in setting maximum scores for grades. Therefore, if you average 93-100% you will receive an A in this class, even if everyone in the class is in this range. If the average scores are lower, I will adjust the curve downward to accommodate the lower scores.

   A  93-100
   AB 88-92
   B  83-87
   BC 78-82
   C  73-77
   F Below 73

5. **Academic Honesty** is fundamental to a university. Cheating refers to any attempt to gain an advantage this is not available to other student, or an attempt to give another student
such an advantage. Cheating on exams includes looking at or copying another’s answers, using notes or other information unavailable to others, or providing such information to other students. I encourage you to see me with any questions or concerns associated with academic honesty.

Plagiarism is representing the work of another person as your own. The most obvious form of plagiarism is directly copying another’s text without using quotations or making reference to the original work. However, plagiarism also includes presenting someone else’s ideas as your own, even if they are reworded, without making reference to the original source from which those ideas came. When in doubt, ALWAYS at least try to make a reference to the source from which ideas or quotes have come. This is your best safeguard against being accused of plagiarism. When in doubt, speak to me to clarify what you should do.

Students caught cheating on an exam or written assignment will, at a minimum, receive a zero for that assignment. Depending on the nature of the infraction, they could also receive a failing grade for the course and be subject to further action deemed appropriate by the university.

6. **College of Business Administration Assessment** -- The fundamental mission of the Graduate School of Business is to provide a quality education grounded in Catholic, Jesuit intellectual values. Students in our MBA program are assessed on their competency to communicate effectively, reason ethically and apply critical thinking, as well as their capacity to comprehend the global strategic issues of firms and perform fundamental activities of business managers. As one of many methods of assuring that the goals of our educational mission are successfully met, the college regularly and systematically engages in the assessment of these competencies. More information on assessment can be found at [http://www.marquette.edu/assessment/](http://www.marquette.edu/assessment/) or [http://www.busadm.mu.edu/undergraduate/LearningObjectives.shtml](http://www.busadm.mu.edu/undergraduate/LearningObjectives.shtml)

The College’s MBA assessment goals are:

i. Perform the fundamental activities of business
ii. Communicate effectively in business settings
iii. Comprehend global strategic issues of a corporation
iv. Apply ethical reasoning to business situations
v. Use critical thinking skills to make sound managerial decisions

7. **Emergency Plan** -- Every Marquette University campus building has emergency shelter and evacuation plans. Please familiarize yourself with the plan of Straz Hall. Make sure to note the routes to the basement for shelter during inclement weather, as well as exits from the building in the event of fire or other emergency.
Class Schedule

Session 1 -- January 23, 12:45-1:45

**Introduction and Perception and Diversity in the Workplace**

Readings: Robbins & Judge, Chapter 1
- "Why You Hate Work”
- "Peter Drucker’s Legacy Includes Simple Advice: It’s All About the People”
- "Spotting Management Fads"
- “How Are Most Admired Companies Different?”

Robbins & Judge, Chapter 6 (pp. 80-85) & Chapter 2
- “This is Not a Trend”
- “Note on Women and Power”
- “A Business Case for Women”
- “Why Women Apologize and Should Stop”
- "The Truth About Mentoring Minorities: Race Matters"

Session 2 – February 6, 3:00-5:00

**Motivation**

Readings: Robbins & Judge, Chapter 7 and Chapter 8 (pp. 115-123 & 125-130)
- “What Monetary Rewards Can and Cannot Do: How to Show Employees the Money”
- "Designing a Goal-Setting System to Enhance Performance: A Practical Guide"
- "Pay for Performance? It depends on the Measuring Stick”
- “Golden Hellos”
- “Great Job!”

Case: Arck Systems

**Action Learning Problem Definition is due on Monday, February 8**

Session 4– February 20, 12:45-2:45

**Employee Participation**

Readings: Robbins & Judge, Chapter 10, Chapter 8 (pp. 123-125)
- “Rethinking work”
- “At Zappos, Pushing Shoes and a Vision”
- “Bootstrapping Profits by Opening the Books”
- “Critical Success Factors for Creating Superb Self-Managing Teams”
"Low-Skilled Jobs: Do They Have to Move?"

Case: RL Wolfe: Implementing Self-Directed Teams

Case: Johnsonville Foods

Session 5 – March 5, 10:00-12:00

Organizational Culture
Readings: Robbins & Judge, Chapter 16
- "Forging a Winning Workforce"
- "Savviest Job Hunters Research the Cultures of Potential Employers"
- "The Secret to a Great Company Culture (Hint: It’s not happiness or free food)"

Case: Huntington Hospital (A): Empowering Staff

Session 6 – March 19, 12:45-2:45

Leadership and Power
Readings: Robbins & Judge, Chapter 12
- "What Leaders Really Do"
- "How to be a Good Boss in a Bad Economy"
- "7 Habits of Spectacularly Unsuccessful Executives"
- "The Cure for Horrible Bosses"
- "Why You Have To Be a Politician at Your Job"
- "How Leaders Create and Use Networks"

Case: Erik Peterson (A)
Session 7 – March 19, 3:00-5:00

Organizational Change
Readings: Robbins & Judge, Chapter 17
“Buy-In”
“Change or Die”
"The Art of Making Change Initiatives Stick"
“Leading Change without a Burning Platform”
“The Irrational Side of Change Management”
"Campaigning for Change"

Case: The Strategy That Wouldn’t Travel
Case: Wyeth Pharmaceuticals

Session 8 – April 2, 10:00-12:00

Organizations in Other Cultures: Japan and Asia
Readings: Robbins & Judge, pp. 75-78
“How Culture Affects the Way We Think”
“The ‘How are you?’ Culture Clash”
"Dimensionalizing Cultures: The Hofstede Model in Context”
“The Chinese Negotiation”

Case: Intel in China
Case: Recruitment at China Sunwah Bank: Guanxi versus Talent

RESEARCH PAPERS ARE DUE ON MONDAY, APRIL 11

Session 9 – May 14, 12:45-2:45

Leadership, Power and Organizational Change
Readings: Robbins & Judge, Chapter 13
“Exerting Influence without Authority”

Change Management Simulation

Action Learning Reflection is Due on Monday, May 16.