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**HRER 417 Section 001-LEC (2110)
MANAGING AND MOTIVATING IN THE WORKPLACE:
ORGANIZATIONAL BEHAVIOR / HUMAN RESOURCE MANAGEMENT
SPRING 2019**

Mondays, 6:00pm – 9:00pm

Corboy Law Center - Room 209

25 East Pearson Street - Chicago, IL 60611

Instructor Information

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Office Hours: Mondays, 4pm - 5:45pm or by appointment

Catalog Description

The course primarily explores the structure and function of human behavior in organizations. Students will be introduced to the principles of theory of perception, motivation, decision-making, job and organizational design as they relate to organizational realities such as power, politics and change. Students will gain a better understanding of both individual and group behavior in organizational settings and will be able to view organizational change through globalization, diversity, technology and ethics.

Course Objectives and Learning Outcomes

- To recognize the contribution of organizational theory and research to our understanding of today's turbulent work environment
- To see how organizational behavior theories and concepts (e.g., individual differences, perceptual processes, motivation, group dynamics) are applied in organizations through Human Resource policies and programs
- To gain a greater understanding of individual behavior, behavior in groups, the management of behavior in organizational settings, and the powerful reciprocal influences among individuals, organizations, and their social and business environments
- To consider the contributions we can make in the development of organizations that are able to reconcile issues of employee well-being, organizational effectiveness, and global competitiveness.
- To gain a greater understanding of Human Resource Management including the legal context, performance management, compensation, and training & development.

Goals for this Course/Evaluation

- Gaining factual knowledge (terminology, classifications, methods, trends)
- Learning fundamental principles, generalizations or theories
- Learning to apply course material (to improve thinking, problem solving, and decisions)
- Developing specific skills, competencies, and points of view needed by professionals in the field most related to this course

Required Materials

1. Debra L. Nelson and James Campbell Quick (2017). ORGB5: Organizational Behavior. Thomson South-Western. ISBN: 978-1-305-66390-9 or (978-1-305-66391-6 with online available.)
2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Human Resource Management: Gaining a Competitive Advantage*, 11th ed. New York, NY: McGraw-Hill/Irwin. (ISBN: 978-1-260-07684-4) bound or (ISBN: 978-1-260-14229-7) – loose leaf.

(Note: The Noe text listed above is the entire textbook. Since we will review only four chapters, I have arranged with the publisher to make available texts with only the four chapters. See the ebook and soft cover options below.) The publisher named the book “Managing and Motivating Employees”.

- Full color print, paperback: ISBN: 9781307257427 \$62.62

- eBook version: ISBN: 9781307257441 \$49.76 Students can purchase this ISBN with a credit card via the Create eBook store link at: <http://create.mcgraw-hill.com/shop/>
- + Class Notes, Assigned articles and Handouts

Class Policies

The course is designed to be fully interactive. Participation requires preparation before class, attendance in class, and presentation of your ideas to the class.

- Please check Sakai for announcements and possible handouts before each class. Power Points will be posted on Sakai for each class session..
- Exams cover material discussed in class in addition to assigned readings and handouts. If you have to miss a class, it is your responsibility to get notes and information from your classmates.
- Assignments are due on the date indicated. Assignments will be submitted on Sakai and Sakai does not accept assignments after the due date. Therefore, late assignments are not accepted.
- Plagiarized written assignments will receive a grade of F.

Grading

Coursework will consist of two exams, a team presentation and summary paper with Power Points, two short assignments and participation in class discussions and activities. Assignment of grades will be based on the following:

	Percent	Points
Midterm exam	30%	60
Final Exam	30%	60
Team Project	22.5%	45
Group Exercise Analysis	10%	20
Class Participation	7.5%	15
Total	100%	200

Total Points for Grading Purposes		Grade	Points
A	100-93%	A	186
A-	92-90	A-	180
B+	89-87	B+	174
B	86-83	B	166
B-	82-80	B-	160

C+	79-77	C+	154
C	76-73	C	146
C-	72-70	C-	140
D+	69-67	D+	134
D	66-60	D	120
F	59 and below	F	119

Participation

The best part of this class is what we can learn from each other's diverse work and life experiences. The participation component of your course requirements involves taking an active part in class discussions including preparing cases, carefully reading the assigned readings for each class, and sharing your own professional, cultural, and intellectual experiences. I am looking for **student engagement** in the topic and the course. The more engaged you are, the more you will learn.

Exams

The in-class midterm and final exams will consist of multiple-choice questions. The exam will cover material from assigned readings, lectures, and classroom discussions and activities.

Team Project: Presentation and Paper

The class will be divided into teams-ideally 4 to 6 member teams. I will ask for a Leader for each team.

The power of working in teams is the synergy that comes from individuals interacting with one another. To ensure that you have the best paper and presentation, be sure that you have meetings with your team. These meetings can be face to face or via conference call. I will ask you to report the number of team meetings for your group.

Each paper should include a number of substantial sources of information beyond the website of the company being reviewed. A bibliography listing all sources must be included.

Additionally, your paper should include a "Credits" page detailing what each team member contributed to the project.

Each team will deliver a **20-25 minute** presentation on one of the following companies (and topics):

Team #	Company	Topic	Presentation Date	Due Date - Paper & PPoint
1	Halliburton	Motivation	4/8	4/15
2	Adobe	Performance Management & Pay for Performance	4/15	4/22
3	Exxon	Organizational Culture	4/22	4/29
4	Palantir Technologies	Organizational Culture	4/22	4/29
5	Echo Global Logistics	Impact on all areas of HRM/Future of Work?	4/29	4/29

Maximizing your resourcefulness, you are responsible for researching the company to which you are assigned and finding as much information as you can on its approaches to the associated topics. Critical assessments should be included; that is, your opinions (with evidence) about the extent to which the company is actually successfully and honestly implementing programs and processes to achieve their goals in these areas (for example motivation, pay for performance, etc.). Find and share how these approaches support business success/goals. You should also develop three good questions to lead the class in discussion of your company and topics.

PRESENTATION

Your presentation should include:

1. A brief summary of the course material on your assigned topics as it relates to your company and presentation. For example, do not give an overview of all motivation theories, but only of the theory or theories that specifically relate to the company and its motivation system. You can consider delving deeper into the material that we covered.
2. A brief description of your assigned company – include some overall business and strategic information, but focus on aspects of the company that relate to your topics.
3. A more detailed presentation of how your assigned company approaches the topics. Describe how deeply embedded these processes are in the company’s mission and vision, marketing niche, competitive advantage, business strategy and human resource management strategy.
4. A critical discussion of the effectiveness of your assigned company’s approach to achieving these objectives.
5. Include at least 10 minutes of class discussion (in addition to the 20-25 min. presentation length). This is best accomplished by distributing 2-4 good questions for the class to discuss. The class discussion should engage the class in thoughtful consideration of critical or controversial aspects of the case.
6. Handouts, visuals, PowerPoint, short video clips, interactive touches, etc. are always welcome and a real plus.
7. Every team member should deliver a portion of the presentation.

PAPER

Finally, each team will turn in a paper summarizing and elaborating on their presentation. Points 1-4 (above) should be included in the paper; in addition, include a section summarizing and commenting on the class discussion. Submit the group paper and Power Points for your group the week after the presentation, except for Teams 3, 4 & 5 which are due the night of the presentation.

- Each member of the team should be involved in preparing for and reviewing the class presentation and paper – however, it is not expected that each will be involved equally on both.
- Along with the paper, please include a “Credits” page stating each member’s contribution to the project.

Team Grading

Presentation

Classmates in the audience will assess the presentations when they take place. An assessment form will be provided and will be completed and turned in after the presentation. The presentation is worth 25 points of the 45 total of the Team Project.

Paper

The paper will be graded by me. The paper is worth 20 points of the 45 total for the Team Project.

Group Exercise Analysis

In week 9, each student will hand in a group analysis report that will include a description of how their team interacted and an explanation of the group’s interactions. This report will draw on the concepts and ideas from **Chapters 9 and 10 in the Nelson and Quick** book. For example, you may want to discuss the group's interactions in terms of the group’s norms of behavior, group cohesion, social loafing (was there any?), loss of individuality, group development, etc. These statements should be analytical rather than descriptive in nature. **In other words, do not submit a description of events.** Instead analyze your group’s development and interactions in terms of the concepts and theories as outlined in the book. Thorough group evaluations will be between **3 and 5 pages** long. You can earn up to 20 points for this analysis.

Quinlan School of Business Policies

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Please leave me a message, either by telephone or email, informing me that you will not be in class. I do consider absenteeism when assigning final grades for class participation.

Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged.** Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician's note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. The only regular exception is for a student athlete, who may use the testing services of the Athletics Department to complete a make-up examination. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of

“F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

<http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf>

Laptops and Handheld Devices

Please turn off your cell phones and do not send text messages during class. If you have to take care of a personal matter during class, please step out of the class. You are welcome to use your laptop to take notes, but please only use your laptop for relevant class activities. If a laptop is used for other than taking notes for this class, you will be asked to no longer use your laptop in class.

Research has found that there are real benefits to taking notes by hand. Studies have shown that typing encourages mindless, verbatim transcription of what you’re hearing, but writing by hand helps us take both fewer and better notes.

Class Schedule

DATE	TOPIC	NQ NH	Nelson & Quick Noe, Hollenbeck, Gerhart, Wright
Wk. 1 2/25	Topic 1: Introduction and the Individual in Organizations <ul style="list-style-type: none"> • Personality • Perception and social cognition • Attributions 	NQ NQ NQ	Ch 1. Organizational Behavior and Opportunity (pp. 2-15) Ch 3. Personality, Perception, and Attribution (pp. 34-40, 45-51). Chapter 6. Attributions (pp. 97-98). Management: Focusing on HR Before Ping-Pong Tables --- Rather than scale hastily, some tech firms work first on getting office culture right <u>Fuhrmans, Vanessa</u> . Wall Street Journal, Eastern edition; New York, N.Y. [New York, N.Y]26 Apr 2017: B.9.
3/4	SPRING BREAK March 4-9		SPRING BREAK March 4-9
Wk. 2 3/11	Topic 2: Strategic Human Resource Management, Equal Employment Opportunity, and Diversity <ul style="list-style-type: none"> • Job attitudes and values • Discrimination and equal opportunity 	NH NQ	Chapter 3 The Legal Environment: Equal Employment Opportunity Chapter 2. Challenges for Managers (pp. 16-33)

Wk. 3 3/18	Topic 3: Motivating employees	NQ	Ch 5. Motivation at Work
Wk. 4 3/25	Topic 4: Performance management, and pay for performance <ul style="list-style-type: none"> ● Goal setting ● Managing/appraising/rewarding performance 	NH HO NH	Chapter 8. Performance Management Cutting Edge Performance Management (https://www.worldatwork.org/adimLink?id=80129) Chapter 12. Recognizing Employee Contributions with Pay
Wk. 5 4/1	Midterm Exam		Exam: Topics 1-4
DATE	TOPIC	NQ NH	Nelson & Quick Noe, Hollenbeck, Gerhart, Wright
Wk. 6 4/8	Topic 5: Training and developing the workforce <ul style="list-style-type: none"> ● Designing and conducting training programs 	NH	Chapter 7. Training Team 1: Halliburton (Motivation) (1)
Wk. 7 4/15	Topic 6: Work groups and teams <ul style="list-style-type: none"> ● Work teams ● Group processes ● Group decision-making 	NQ NQ	Chapter 9. Work Teams and Groups Chapter 10. Decision Making by Individuals and Groups (pp 162-165). Danny Meyer's Recipe for Success - How the restaurant mogul behind Union Square Cafe, Shake Shack, and many other dining destinations uses culture to drive scale. https://www.strategy-business.com/article/Danny-Meyers-Recipe-for-Success?gko=c45c9 Team 2: Adobe (Performance Management & Pay for Performance) (1)
Wk. 8 4/22	Topic 7: Organizational culture	NQ NQ	Chapter 16. Organizational Culture (pp. 258-268) Chapter 2. Dimensions of culture (pp. 18-22) Team 3: Exxon (Culture) (1) Team 4: Palantir Technologies (Culture) (1)
Wk. 9 4/29	Topic 8: Stress <ul style="list-style-type: none"> ● Managing job stress ● Managing the workplace 	NQ	Chapter 7. Stress and Well-Being

		<p>“How Will You Measure Your Life”, Clay Christensen http://hbr.org/2010/07/how-will-you-measure-your-life/ar/pr</p> <p>Guest Speaker: TBD</p> <p>Team 5 (All Areas of HRM/The Future of Work?)</p> <p>Group Exercise Analysis is due!</p>
Wk. 10 5/6	Final Exam	Exam: Midterm-like exam on Topics 5-8

