Instructor: John Kielb  
Contacts: jkielb@luc.edu or john.p.kielb@gmail.com  
Maguire Hall Office: Room 460  
1 East Pearson, Chicago, IL 60611  
Office Hours: M, W, F from 9:15 - 11:15 a.m.

MGMT 201-101, Class #2048 - Managing People and Organizations  
Spring Semester 2014  
Meeting Days M, W, F 12:35 - 1:25 p.m.  
McGuire Hall - Room #260

Catalog Description

- Prerequisite: Sophomore standing or above.
- This course introduces students to the dynamics of human behavior in the workplace through the study of such topics as perception, work teams, motivation, leadership and group behavior.

Course Overview

- To learn principles of interpersonal influence, job satisfaction, conflict resolution, and effective group behaviors and communication. Additionally, to enhance your emerging managerial skills so as to become more effective and constructive organizational members, leaders, and team builders.

Course Objectives and Learning Outcomes

- Core learning to include:
  - Organizational diversity and strategy.
  - Attitudes and job satisfaction.
  - Organizational Behavior (emotions and moods).
  - Decision-making.
  - Motivating individuals and groups.
  - High performance work teams.
  - Leadership in theory and practice.
  - Personal and organizational power.
  - Organizational Culture
  - Evaluating performance and managing organization change.
 REQUIRED Materials

- Course lecture notes will be posted on Sakai.
- I will distribute supplemental readings and case studies throughout the term.

Professor Kielb’s NON – REQUIRED - List of Excellent Management / Business Books


Course Requirements and Grading Criteria

- **Individual Tests** (3) @ 15% each (100 pts each) 45%
- **Individual Papers** (2) @ 15% each (100 pts each)* 30%
- **Active Class Participation** (150 pts)** 15%
- **Attendance** (100 pts.) *** 10%

TOTAL REQUIREMENTS (TOTAL COURSE PTS. 650) 100%

*Paper #1: Each student to submit a hard copy, minimum 3.5 page paper (excluding the cover page), with 1.5 spacing and 1” margins on one of the following core topics within the course curriculum.
  - Effective and efficient Leadership and/or Leadership Styles
  - Creating effective high performance Work Teams
  - Motivation: Individuals, work teams and/or organizations.

Paper #2 Each student to submit a hard copy, minimum 3.5 page paper (excluding the cover page), with 1.5 spacing and 1” margins on one of the following core topics within the course curriculum.
  - Conflict Resolution
  - Persuasion Skills and/or Negotiation Skills
  - Organizational Change
  - Corporate Culture

**ACTIVE individual class participation will be a full 15% of your grade. Effective participation requires the articulation of your careful analysis of the facts of the discussion topic, and your ability to identify implications and ramifications of the issues presented within the lecture topic.

***Attendance is required. Unexcused absences will result in the following points being deducted from the100 possible points.
  - 2 unexcused absences -15 points
  - 3 unexcused absences -30 points
  - 4 unexcused absences -45 points
  - 5 or more unexcused absences -60 points
### Course Grading Scale

<table>
<thead>
<tr>
<th>Letter</th>
<th>Percentage Range</th>
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<tbody>
<tr>
<td>A</td>
<td>100-93%</td>
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<tr>
<td>A-</td>
<td>92-90%</td>
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<tr>
<td>B+</td>
<td>89-87%</td>
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<tr>
<td>B</td>
<td>86-83%</td>
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<tr>
<td>B-</td>
<td>82-80%</td>
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<tr>
<td>C+</td>
<td>79-77%</td>
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<tr>
<td>C</td>
<td>76-73%</td>
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<tr>
<td>C-</td>
<td>72-70%</td>
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<tr>
<td>D+</td>
<td>69-67%</td>
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<tr>
<td>D</td>
<td>66-60%</td>
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<td>F</td>
<td>59% and below</td>
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### Quinlan School of Business Policies:

#### Attendance and Class Etiquette:

Students are expected to attend all classes, on time and for the duration of each class. If a student must miss class, notify me by email prior to the class to be missed to validate an excused absence. As a courtesy to the instructor and to the class members, cell phones must be placed in mute or vibrate mode during the class. Critically important calls should be taken outside of the classroom. Please inform me upfront of the class start of known critically important phone calls that you will be stepping out to take.

#### 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 believes examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period.

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.

#### 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:

### Class by Class/Week by Week Course Outline

<table>
<thead>
<tr>
<th>Weeks / Dates</th>
<th>Week's Topics</th>
<th>Chapters and Deliverables</th>
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<tbody>
<tr>
<td><strong>Week #1</strong>&lt;br&gt;Jan. 13, 15, 17</td>
<td>&gt;&gt; Intro. To Organizational Behavior (OB)&lt;br&gt; &gt;&gt; Organizational Diversity &amp; Strategies&lt;br&gt; &gt;&gt; Attitudes and Job Satisfaction</td>
<td>Course Format and Desired Outcomes&lt;br&gt; Chapters 1,2 and 3</td>
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<tr>
<td><strong>Week #2</strong>&lt;br&gt;Jan. 20 – MLK Holiday - OFF&lt;br&gt;Jan. 22, 24</td>
<td>&gt;&gt; Emotions and Moods</td>
<td>Chapter 4&lt;br&gt; Class business case: “What Done Lately”</td>
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<tr>
<td><strong>Week #3</strong>&lt;br&gt;Jan. 27, 29, 31</td>
<td>&gt;&gt; Perception and Judgment&lt;br&gt; &gt;&gt; Decision Making in Organizations.&lt;br&gt; &gt;&gt; Personality and Values</td>
<td>Chapters 5 and 6&lt;br&gt; Test #1 Review Guide / Q&amp;A – Jan. 31</td>
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<tr>
<td><strong>Week #4</strong>&lt;br&gt;Feb. 3, 5, 7</td>
<td>&gt;&gt; Motivation Concepts&lt;br&gt; &gt;&gt; Motivating Teams and Organizations</td>
<td>Test #1 – Chapters 1-6 Feb 3&lt;br&gt; Chapters 7 and 8</td>
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<tr>
<td><strong>Week #5</strong>&lt;br&gt;Feb. 10, 12, 14</td>
<td>&gt;&gt; Motivating to “Win” with Customers&lt;br&gt; &gt;&gt; Leadership - Effective and Efficient</td>
<td>Separate Motivation PP lecture&lt;br&gt; Class business case: “One for All”&lt;br&gt; Chapter 12</td>
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<tr>
<td><strong>Week #6</strong>&lt;br&gt;Feb. 17, 19, 21</td>
<td>&gt;&gt; Understanding Work Teams&lt;br&gt; &gt;&gt; Group Behaviors</td>
<td>Chapters 9 and 10&lt;br&gt; Class business case: “Vacation Club”</td>
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<tr>
<td><strong>Week #7</strong>&lt;br&gt;Feb. 24, 26, 28</td>
<td>&gt;&gt; Communication</td>
<td>Chapters 11&lt;br&gt; Class business case: “Train Sales Ethics”&lt;br&gt; Test #2 Review Guide / Q&amp;A – Feb. 28</td>
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<tr>
<td><strong>Week #8</strong>&lt;br&gt;Mar. 3, 5, 7</td>
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<td>Spring Break – NO CLASSES</td>
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<td><strong>Week #9</strong>&lt;br&gt;Mar. 10, 12, 14</td>
<td>&gt;&gt; Personal and Organizational Power&lt;br&gt; &gt;&gt; Corporate Politicking</td>
<td>Chapter 13&lt;br&gt; Test #2 - Chapters 7-12 – Mar. 10&lt;br&gt; Paper #1 Due Date – Mar. 12&lt;br&gt; Guest Speaker</td>
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| Week #10 | Mar. 17, 19, 21 | Conflict and Negotiation | Chapter 14  
Separate Persuasion PP lecture (2) |  
Separate |  
Persuasion PP lecture |
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<tbody>
<tr>
<td>Week #11</td>
<td>Mar. 24, 26, 28</td>
<td>Conflict and Negotiations (cont.)</td>
<td></td>
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Separate BATNA PP lecture  
Separate High Perf. Structure PP lecture  
Chapter 15 |  
Separate |  
High Perf. Structure PP lecture |
| Week #12 | Mar. 31, April 2, 4 | Organizational Culture | Chapter 16  
Class business case: “When a Manager Stumbles”  
Class business case: “PinPoint” |  
Separate |  
Managing Change PP lecture |
| Week #13 | April 7, 9, 11 | Organizational Change | Chapter 17  
Class business case: “What Leaders Do”  
Separate |  
Managing Change PP lecture |
| Week #14 | April 14, 16  
April 18 - Easter – NO CLASS | Organizational Change (cont.) | Class business case: “The Hard Side of Change”  
Test #3 Review Guide / Q&A April 16 |  
Separate |  
Evaluating Perf. PP lecture |
| Week #15 | April 21 – Easter - NO CLASS  
April 23, 25 | Evaluating Performance |  
Separate Evaluating Perf. PP lecture  
Paper #2 Due Date – April 23  
Test #3, Chapters 13-17 - April 25 |  
Separate |  
Evaluating Perf. PP lecture |