Managing People and Organizations MGMT 201-20W (2050)
Spring 2014, January 13- (April 25th classes end) May 6, 2014
Tuesday & Thursday, 10AM-11:15AM

Catalog Description  MGMT 201-20W
This course introduces students to the dynamics of human behavior in the workplace through the study of such topics as perception, learning, motivation, leadership and group behavior.

Students will learn principles of interpersonal influence, conflict resolution, and effective group behavior and develop an awareness of ethical issues in the workplace and organizational social responsibility.

Course Overview
Managing People and Organizations is the study of how individuals and groups impact organizations and how organizations impact the behavior of individuals. It is a field of systematic study that focuses on improving productivity, quality, and the work environment. We live in a world characterized by rapid change, globalization, and diversity. Managing People and Organizations offers insights in these areas while providing guidance for managers in creating an ethically healthy work climate and adapting to continuous change.

This course is designed to provide students with hands on and practical exposure to the importance of behavior in organizations. We will explore contemporary development issues through a highly interactive and experiential process.

A Writing Intensive course is designed to teach a variety of writing styles, which will give students the opportunity for drafting and feedback. Feedback will be provided through re-writes or conferences on writing.

Course Objectives and Learning Outcomes
- Provide both theory and practical application of Organizational Behavior in organizations.
• Discover contemporary development issues through a highly interactive and experiential process.
• Focus on a range of diagnostic tools and intervention strategies to help build professional competency.
• Identify such concepts as perception, motivation, decision-making, communication, leadership, job and organizational design and group behavior.
• Enhance personal and professional effectiveness and develop skills to help employees in organizations become more flexible, adaptable, and effective.
• Acquire greater knowledge of the importance of values, social and personality styles and communication skills for ensuring organization success.
• Analyze case studies using information learned through readings and class discussion to solve real-world problems in organizations.

Required Materials
Suggested Reading: The Facebook Era, Clara Shih

Course Requirements and Grading Criteria
Each team will submit a contract for goals for the projects.

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<thead>
<tr>
<th>Evaluation</th>
<th>Date Due</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Journal article</td>
<td>As Scheduled</td>
<td>5</td>
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<tr>
<td>Class participation points</td>
<td></td>
<td>5</td>
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<tr>
<td>Perfect attendance</td>
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<td>2</td>
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<td>Outside Team participation points</td>
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<td>3</td>
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<td>Reflection Papers Steve Jobs</td>
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<td>10</td>
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<tr>
<td>Two In Class Case Studies</td>
<td>(5 points each)</td>
<td>10</td>
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<tr>
<td>Team Presentation/Paper #1</td>
<td>As Scheduled</td>
<td>15</td>
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<tr>
<td>Team Presentation/Paper #2</td>
<td>As Scheduled</td>
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<tr>
<td>Final Team Case Study</td>
<td>Final Presentation/Paper</td>
<td>35</td>
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Total Points 100

The total points for MGMT 201 are used to determine the final grade. Based on the points earned by the student, class participation, and attendance, a letter grade will be assigned.

Course Grading Scale
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. The student is responsible for any assignments or requirements missed during an absence.

Make-Up Examination
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. 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 the 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 the University policy concerning use of the testing center in Sullivan Center at the 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:

Final Exam
MGMT 201 final exam scheduled for December 2013.

Please note: This class may occasionally deviate from the course outline
above. The instructor reserves the right to make changes as needed to the course syllabus.

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<th>Session</th>
<th>Topics</th>
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| 1.14-16 | MGMT 201 in Perspective Syllabus  
  • Course overview and objectives  
  • Course assignments and evaluation  
  • Instructor and student expectations |
| 1.21-23 | Introduction: What is Organizational Behavior  Chapter 1  
  • Managers and organizations  
  Team Exercise: Ethical Dilemma  p 33  
  Case Incident: Data Will Set You Free  p 34  
  Case Incident: The Global Recession & Workplace Malfeasance |
| 1.28 | Diversity in Organizations  Chapter 2  
  Team Exercise: Positive Reinforcement versus Punishment  
  Case Incident: What Does Diversity Training Teach |
| 1.30 | Chapter 3  Attitudes and Job Satisfaction  
  Case Incident: Long hours, Hundreds of E-mails, & No Sleep  p 93  
  Team Exercise: Are U.S. Workers Overworked?  p. 92  
  Steve Jobs  As Assigned |
| 2.4 | Emotions and Moods  Chapter 4  
  Team Exercise Is There An Emotional Double Standard for Men & Women at Work?  p. 124  
  Case Incident: The Upside of Anger  p. 125  
  Steve Jobs  As assigned |
| 2.6 | Personality and Values  Chapter 5  
  Team Exercise: MBTI & Values Assessment  
  Case Incident: The Nice Trap?  p. 160 |
| 2.11 | Perception & Individual Decision Making  Chapter 6  
  Case Incident: Natural Disasters & Decisions That Follow  p. 195  
  Steve Jobs  As Assigned |
| 2.13 | Motivation Concepts  Chapter 7  
  Steve Jobs  As Assigned |
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<th>Topics</th>
<th>Chapter(s)</th>
<th>Exercises/Case Incidents</th>
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<td>2.18</td>
<td>From Concepts to Applications</td>
<td>Chapter 8</td>
<td>Team Exercise: Did Executives’ Pay Cause the Recession? P. 267</td>
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<td>Case Incident: Multitasking: A Good Use of Your Time? P. 267</td>
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<td>2.20</td>
<td>Foundations of Group Behavior</td>
<td>Chapter 9</td>
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<td>Case: If Two Heads are Better Than One, Are Four Even Better?</td>
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<td>2.25</td>
<td>Chapter 10 Understanding Work Teams</td>
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<td>Team Exercise: Pressure to be a Team Player p. 333</td>
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<td>Case Incident: Toyota’s Team Culture p 334</td>
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<td>2.27</td>
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<td>Steve Jobs As Assigned</td>
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<td>Draft of final paper due</td>
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<td>3.3-8</td>
<td>Spring Break</td>
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<td>3.11</td>
<td>Communication</td>
<td>Chapter 11</td>
<td>Team Exercise: An Absence of Nonverbal Communication p. 367</td>
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<td>Case Incident: Dianna Abdala p 368</td>
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<td>Case Incident: Should Companies That Fire… p. 369</td>
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<td>Communication Google, Texting, Facebook, etc</td>
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<td>3.13</td>
<td>Leadership</td>
<td>Chapter 12</td>
<td>Team Exercise: Debate: Do Leaders Really Matter?</td>
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<td>Ethical Dilemma: Whole Foods’ Rahodeb p 407</td>
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<td>Case Incident: The Making of a Great President p 408</td>
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<td>Case Incident: Leadership Factories p 409</td>
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<td>Leadership. Seven leaders in Business &amp; Board members</td>
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<td>Steve Jobs As Assigned</td>
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<td>3.18</td>
<td>Power, Politics</td>
<td>Chapter 13</td>
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<td>Case Incident: Dressing for Success p 446</td>
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<td>3.20</td>
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<td>Chapter 14</td>
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Case Incident: Mediation: Master Solution to Employment Disputes

Steve Jobs As Assigned

3.25 Organization Structure Chapter 15
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Ethical Dilemma: How Much Should Directors Direct? p. 513
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Case Incident: Siemens’ Simple Structure p. 515

3.27 Organization Culture Chapter 16
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Case Incident: Google & PG Swap Employees p. 546
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Steve Jobs As Assigned

4.1 Human Resource Management Chapter 17
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Case Incident: Job Candidates without Strong SAT Scores Need Apply

4.3 In class case study
Steve Jobs As Assigned

4.8 Organization Change & Stress Management Chapter 18
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Case Incident: The Rise of Extreme Jobs p. 623
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4.10 In class case study
Steve Jobs As Assigned
Final Paper due

4.15-17 Review Chapters
(Tuesday & Thursday before Easter Holiday) 4.17-21 Easter Holiday
Thursday evening through Monday @ 4:15PM.

4.22 Review Chapters

4.24 Review Chapters