Managing People and Organizations MGMT 201-20W (2421)
Fall 2013 August 25 – December 6th
Monday, Wednesday & Friday
2:45PM – 3:35PM
Corboy Law Center, room 304

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
Lean In Sheryl Sandberg with Neil Scovell, Knopf

Course Requirements and Grading Criteria

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<tr>
<th>Evaluation</th>
<th>Date Due</th>
<th>Points</th>
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<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>Team participation points</td>
<td></td>
<td>5</td>
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<tr>
<td>Reflection Papers Steve Jobs</td>
<td></td>
<td>10</td>
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<tr>
<td>Two In Class Case Studies</td>
<td>5 pts each</td>
<td>10</td>
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<tr>
<td>Team presentation/paper</td>
<td>As Scheduled</td>
<td>15</td>
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<tr>
<td>Team presentation/paper</td>
<td>As Scheduled</td>
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<tr>
<td>Final Team Project</td>
<td>Final</td>
<td>35</td>
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<td></td>
<td>Presentation/Paper</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

Total of 100 possible points

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: www.luc.edu/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf

Final Exam
MGMT 201 final exam scheduled for December 2014.
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.
<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
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| 8.25    | MGMT 201 in Perspective  
Syllabus  
- Course overview and objectives  
- Course assignments and evaluation  
- Instructor and student expectations |
| 9.1     | Labor Day |
| 9.3     | 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 |
| 9.5     | Diversity in Organizations  
Chapter 2  
Team Exercise: Positive Reinforcement versus Punishment  
Case Incident: What Does Diversity Training Teach |
| 9.8     | 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 |
| 9.10    | 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 |
| 9.12    | Steve Jobs  
As assigned |
| 9.15    | Personality and Values  
Chapter 5  
Team Exercise: MBTI & Values Assessment  
Case Incident: The Nice Trap?  p. 160 |
| 9.17    | Perception & Individual Decision Making  
Chapter 6  
Case Incident: Natural Disasters & Decisions That Follow  p. 195 |
| 9.19    | Steve Jobs  
As Assigned |
| 9.22    | Motivation Concepts  
Chapter 7  
| 9.24    | From Concepts to Applications  
Chapter 8  
Team Exercise: Did Executives’ Pay Cause the Recession?  P. 267  
Case Incident: Multitasking: A Good Use of Your Time?  P. 267 |
| 9.26    | Steve Jobs  
As Assigned |
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<th>Exercises/Incidents</th>
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<tr>
<td>9.29</td>
<td>Foundations of Group Behavior</td>
<td>Chapter 9, Team Exercise: Wilderness Survival, Case: If Two Heads are Better Than One, Are Four Even Better?</td>
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<td>10.1</td>
<td>Understanding Work Teams</td>
<td>Chapter 10, Team Exercise: Pressure to be a Team Player, Case Incident: Toyota’s Team Culture p 334</td>
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<td>10.3</td>
<td>Steve Jobs</td>
<td>As assigned</td>
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<td>10.6</td>
<td>Fall Break</td>
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<td>10.8</td>
<td>Communication</td>
<td>Chapter 11, Team Exercise: An Absence of Nonverbal Communication, Case Incident: Dianna Abdala p 368, Case Incident: Should Companies That Fire… p 369, Communication Google, Texting, Facebook, etc</td>
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<td>10.10</td>
<td>Steve Jobs</td>
<td>As assigned</td>
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<td>10.15</td>
<td>Power, Politics</td>
<td>Chapter 13, Team Exercise: Understanding Power Dynamics, Case Incident: Dressing for Success p 446</td>
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<td>10.17</td>
<td>Steve Jobs</td>
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<td>10.20</td>
<td>Conflict &amp; Negotiation</td>
<td>Chapter 14, Team Exercise: Is It Unethical to Lie During Negotiations? p. 460, Case Incident: Mediation: Master Solution to Employment Disputes</td>
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<tr>
<td>10.22</td>
<td>Organization Structure</td>
<td>Chapter 15, Team Exercise: Authority Figure, Ethical Dilemma: How Much Should Directors Direct? p.513, Case Incident: Can a Structure be Too Flat? p. 514, Case Incident: Siemens’ Simple Structure p. 515, In Class Case Study</td>
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<tr>
<td>10.24</td>
<td>Steve Jobs</td>
<td>As assigned</td>
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10.27 Organization Culture Chapter 16
Case Incident: Mergers Don’t Always Lead to Culture Clash p 545
Case Incident: Google & PG Swap Employees p 546
Ethical Dilemma: Is There Room For Snooping In an Organization’s Culture? p. 545

In Class Case Study

10.29 Human Resource Management Chapter 17
Team Exercise: Evaluating Performance and Providing Feedback
Ethical Dilemma: Is it Unethical to “Shape” Your Resume p. 580
Case Incident: Peering into Your Past p. 580
Case Incident: Job Candidates without Strong SAT Scores Need Apply

10.31 Steve Jobs As Assigned

11.3 Organizational Change & Stress Management Chapter 18
Team Exercise: Power and the Changing Environment p. 621
Case Incident: The Rise of Extreme Jobs p. 623
Ethical Dilemma: Stressing Out Employees Is Your Job p. 622

11.5 HBR’s 10 Must Reads: On Managing People Leadership That Gets Results

11.7 Steve Jobs As Assigned

11.10 HBR’s 10 Must Reads: On Managing People One More Time: How Do You Motivate People?

11.12 HBR’s 10 Must Reads: On Managing How (Un)ethical Are You?

11.14 Steve Jobs As Assigned

11.17 HBR’s 10 Must Reads: On Managing People What Great Managers Do

11.19 HBR’s 10 Must Reads: On Managing Yourself How Resilience Works
Final Paper Due

11.21 Steve Jobs As Assigned

11.24 HBR’s 10 Must Reads: On Managing Yourself How Will You Measure Your Life?

11.26-29 Thanksgiving Break

12.1 Summarizing chapters Team exercise

12.3 Summarizing chapters Team exercise

12.5 Summarizing chapters Team exercise