MANAGING PEOPLE & ORGANIZATIONS – HONORS (MGMT 201H)

Fall Semester 2014
Professor Tata

Office: 1 East Pearson, Room 436
Phone: (312) 915-6543

Class times:
T Th 11:30 a.m. to 12:45 p.m.

SYLLABUS

COURSE OBJECTIVES

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.

The course uses an action-oriented approach to understanding organizations and studying the behavior of people in organizations. The main objectives of this course are:
(1) to provide you with an understanding of the various topics in the field of management and organizational behavior,
(2) to help you personally experience concepts through experiential exercises,
(3) to help you develop interpersonal skills by working in teams, and
(4) to help you evaluate and develop intra personal skills through self-observation and reflection.

The course is designed so that the concepts covered in the text are reviewed in class, and then applied in class activities and self-awareness exercises. Your ability to learn during this course will depend upon your understanding of the text, an open and active participation during class and your thoughtfulness in preparing for class. Please read the text before class.

TEXT


Course pack (photocopied materials)

Please bring your course pack to every class -- you will not be able to participate in class activities without it.

GRADING & RELATED POLICIES

Your course grade will be based on the following criteria:

Team project
   Organization report . . . . . 20 points
   Interactive workshop . . . . . 5 points
   Team process . . . . . 10 points

Examinations
   exam 1 . . . . . 28 points
   exam 2 . . . . . 27 points

Class participation and reflections . . . . 10 points
At the end of the semester, your overall grade will be based upon the number of total points earned:

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<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>92-100 points</td>
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<tr>
<td>A-</td>
<td>89-91.9 points</td>
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<tr>
<td>B+</td>
<td>85-88.9 points</td>
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<tr>
<td>B</td>
<td>82-84.9 points</td>
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<tr>
<td>B-</td>
<td>79-81.9 points</td>
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<tr>
<td>C+</td>
<td>75-78.9 points</td>
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<tr>
<td>C</td>
<td>72-74.9 points</td>
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<tr>
<td>C-</td>
<td>69-71.9 points</td>
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<tr>
<td>D+</td>
<td>65-68.9 points</td>
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The University and the School of Business Administration have a firm policy against cheating and plagiarism. Cheating involves dishonesty in a test situation, and plagiarism involves dishonesty in the preparation of materials for presentations or term papers. Cheating and plagiarism will be subject to disciplinary penalties.

**EXAMINATIONS**

There will be two examinations on the dates specified in the weekly schedule. The exams may consist of multiple choice, short answers and/or essays. The exams will be challenging. To get a good grade, you need to go beyond memorizing material to a thorough understanding of course concepts. The exams will be based on the text/readings as well as class lectures/discussions/activities. Please make sure that you take good notes of what is said and discussed in class.

I expect you to be present for the examinations. Please remember that I do not give make-up examinations (except for very extreme circumstances -- I will determine whether a situation falls under this condition or not). Note: If you will be missing classes for religious reasons or due to participation in Loyola athletics, you are required to inform me no later than the end of the third week of class.

**TEAM PROJECT**

This is a real-world project in which teams of 5-6 students will investigate an organization (or a part of an organization) in a specific industry that will be announced in class. The main purpose of this project is to develop an understanding of what managers, leaders, and organizations need to know to be more effective. You will collect information about the organization through various methods such as library research, observational techniques, surveys and/or structured interviews.

**ORGANIZATION REPORT**

The report should include:

I. Table of contents
II. Executive summary (maximum ½ page single-spaced)
III. Introduction providing brief background information about the organization (maximum ½ -1 page single-spaced)
IV. Description and Analysis -- each team selects 5-6 of the following topics to focus on, with the number of topics equal to the number of team members. You might want to assign one topic to each team member.

1. Organizational mission, goals, and objectives
2. Organizational structure and culture
3. Decision making techniques
4. Motivation and rewards
5. Communication processes
6. Gender roles and work-family issues
7. Sustainability practices
8. Team dynamics
9. Conflict management and negotiations
10. Other topics. I am open to other management topics, but you must get prior approval first.

Each topic should include both theoretical connections (i.e., use the information from the text book, class notes, and the course packet, and draw connections to your organization) as well as actual organizational practices and evaluation of practices (based on your data collection).

V. Recommendations and Conclusions. Think of 3-7 specific and detailed recommendations that you would make to the organization based on all the information that you have included in your report.

VI. Appendix consisting of observational reports, interview transcripts, charts, figures, examples of company policies, and other data obtained about the organization. The Appendix must include the original draft(s) of the report with my hand-written comments.
The report will be graded based on (a) the depth and quality of your research and data collection about the organization (8 points), (b) the quality of your analyses (evaluation of strengths, weaknesses, benchmarks) (5 points), (c) evidence of thorough understanding of class concepts (5 points), and (d) your writing style (grammar, proofing, format) (2 points).

INTERACTIVE WORKSHOP

Each team will also give a brief but unique and creative presentation on their organization. While the papers are expected to be more concerned with theory/concepts, the workshop should focus on management practices and creativity.

The workshops should be approximately **20-30 minutes long. All team members must participate in the workshop.**

CLASS PARTICIPATION AND ASSIGNMENTS

You can contribute to class learning, and your own learning by openness to new ideas and a willingness to share your thoughts and ideas with others in the class. Also, I expect you to participate completely in all class activities. Please attend every class (and be on time), since you cannot participate unless you are present. However, mere attendance without participation does not get you a good participation grade because if you disrupt the class or work on outside material during class time (e.g., checking Facebook, doing other class assignments, etc.) your participation grade might decrease, not increase. Also, please bring your name plates to every class so I can correctly assign participation points to you. In addition, you should read the assigned material and cases, and be prepared to actively participate in class exercises and team discussions. You will not be able to participate unless you bring your course packet to class.

Your participation grade will be based on active participation in class exercises and discussions, completion of homework assignments, "organizational citizenship" behavior (i.e., helping others learn), and evidence of preparation for class discussions. Missing several classes will decrease your grade. **Hard copies of all assignments must be turned in by the beginning of the class session indicated in the weekly schedule. You can also turn in assignments any time before the due date. Remember that in the business world, a bid submitted after the closing date will not be considered.**

Note: If you will be missing classes for religious reasons or due to participation in Loyola athletics, you are required to inform the instructor no later than the end of the third week of class.

INSTRUCTOR’S EXPECTATIONS OF STUDENTS

You can contribute to class learning, and your own learning by an openness to new ideas and a willingness to share your thoughts and ideas with others in the class. Please try to attend class, since you cannot contribute to class learning unless you are present -- **and bring your name plates to every class.**

In addition, please:
* Read the assigned material and complete your homework assignments. The text material will not be repeated verbatim during class.
* Be prepared to actively participate in class exercises and team discussions (very important).
* Respect the opinions of others in the class, and help your classmates.
* **Please turn off all electronic devices, and do not work on other class assignments during class.**

REVISIONS TO SYLLABUS

The instructor reserves the right to revise this syllabus, class schedule and course requirements when such revisions will benefit the achievement of course goals and objectives. Requirements may be amended during the semester which would vary the total points possible, their distribution, and/or the final grade points. Changes will be announced verbally in class.

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.

Make-up exams: 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.*

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.
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<tr>
<th>DATES</th>
<th>TOPICS &amp; CLASS ACTIVITIES</th>
<th>CHAPTERS &amp; READINGS</th>
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<tbody>
<tr>
<td>(week 1)</td>
<td>INTRODUCTION TO THE NEW ORGANIZATION</td>
<td>Text chapter 1</td>
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<tr>
<td>(week 2)</td>
<td>DIVERSE ORGANIZATIONS: INDIVIDUAL DIFFERENCES</td>
<td>Text chapters 3, 5</td>
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<td>(week 3)</td>
<td>NETWORKED ORGANIZATIONS: GROUPS &amp; TEAMS IN ORGANIZATIONS</td>
<td>Text chapters 9, 10</td>
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<tr>
<td>(week 4)</td>
<td>NETWORKED ORGANIZATIONS: GROUPS &amp; TEAMS IN ORGANIZATIONS</td>
<td>Text chapters 9, 10</td>
</tr>
<tr>
<td>(week 5)</td>
<td>FLAT &amp; FLEXIBLE ORGANIZATIONS: MOTIVATION, GOALS &amp; REWARDS</td>
<td>Text chapters 7, 8</td>
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<tr>
<td>(week 6)</td>
<td>Exam 1</td>
<td></td>
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<tr>
<td>(week 7)</td>
<td>Mid-semester break – enjoy yourselves! ORGANIZATIONAL PROCESSES: COMMUNICATION</td>
<td>Text chapter 11</td>
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<td>(week 8)</td>
<td>ORGANIZATIONAL PROCESSES: COMMUNICATION</td>
<td>Text chapter 11</td>
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## WEEKLY SCHEDULE (continued)

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<th>DATES</th>
<th>TOPICS &amp; CLASS ACTIVITIES</th>
<th>CHAPTERS &amp; READINGS</th>
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<tbody>
<tr>
<td>(week 9)</td>
<td>ORGANIZATIONAL PROCESSES: CONFLICT &amp; NEGOTIATIONS</td>
<td>Text chapter 14</td>
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<td>ORGANIZATIONAL PROCESSES: DECISION MAKING FOR MANAGERIAL EFFECTIVENESS</td>
<td>Text chapter 6</td>
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<td>(week 11)</td>
<td>ORGANIZATIONAL STRUCTURE</td>
<td>Text chapter 15</td>
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<tr>
<td>(week 12)</td>
<td>ORGANIZATIONAL STRUCTURE</td>
<td>Text chapter 15</td>
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<tr>
<td>(week 13)</td>
<td>INTERACTIVE WORKSHOPS</td>
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<tr>
<td>(week 14)</td>
<td>ORGANIZATIONAL CULTURE</td>
<td>Text chapters 2, 16</td>
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<td>Happy Thanksgiving!</td>
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<tr>
<td>(week 15)</td>
<td>ORGANIZATIONAL CULTURE</td>
<td>Text chapters 2, 16</td>
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Final exam: Tuesday, December 9 at 9 a.m.