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OFFICE Water Tower Campus, Schreiber Center, Room 618
OFFICE HOURS: **APPOINTMENT ONLY**

MGMT. 201: MANAGING PEOPLE & ORGANIZATIONS ~ WRITING INTENSIVE

SPRING ~ 2018

Monday ~ Wednesday ~ Friday, 12:35 PM ~ 1:25 PM

Water Tower Campus, Schreiber Center ~ Room 406

Catalog Description

This course introduces students to the dynamics of human behavior in the workplace through the study of such topics such as perception, learning, motivation, leadership, and group behavior.

Pre-requisite: Sophomore standing

Course Overview

This course in Organizational Behavior is very different from the typical college lecture course, which might be characterized by the sequence: lecture --> copy --> regurgitate --> forget (?). This course will be taken in an experiential format. This means that much of your learning will be the result of your own behavior and experiences in completing course assignments. This learning sequence might be characterized as: read --> lecture review --> analyze/interact --> problem solve (now and in the future).

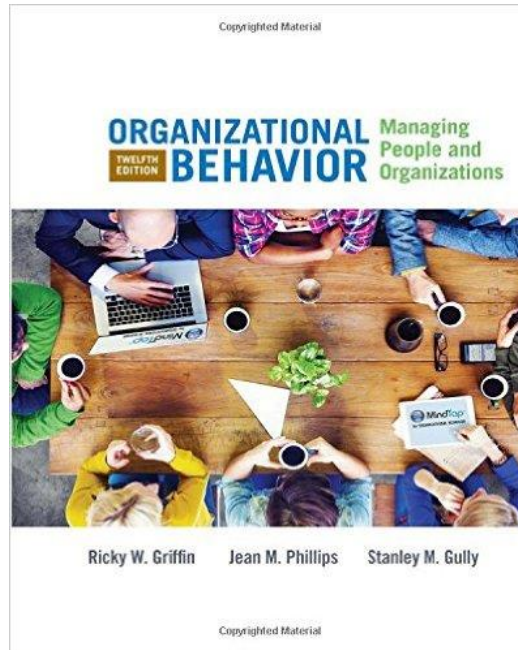
The experiential format places greater responsibility on the student to make the learning experience successful. There are fewer lectures and more student involvement. The course tends to be more fun than a pure lecture course, with the learning immediately transferable to real organizational settings. The ability to work effectively in a face-to-face manner with a broad range of diverse coworkers is characteristic of successful employees, and has been cited as a weakness of many new college graduates.

You are about to embark on a challenging but exciting journey into the development of "people skills." If you are successful in developing these skills, you will be more likely to obtain a better (and higher paying) entry level position upon graduation from college.

Course Objectives & Learning Outcomes

- To 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;
- To develop personal, group, and class goals for managing in the class and other organizational settings;
- To provide opportunities to apply concepts and practice skills discussed in the readings, activities, and class discussions for reflection and action; and,
- To enhance students emerging managerial skills so as to become more effective and constructive organizational members, leaders, and team builders.

Required Material



Organizational Behavior: Managing People & Organizations, **12th edition**, Griffin, Phillips, and Gully, 2017 **OR** OLDER Edition.

ISBN-13 ~ 9781305501393

Supplemental cases, exercises, and handouts will be distributed throughout the term

Course Requirements

1. Attendance at all class sessions is expected, especially during the discussion of the readings. Please email me if a circumstance beyond your control will prevent you from attending class.
2. Active, useful and regular contribution to discussions in class. This requires that students be well-prepared by having read and analyzed the assigned readings and/or case studies prior to class, that they be present at each class, and that they participate constructively in class discussions. Because much of the learning in class comes from class discussion, a student cannot earn an A for the course without contributing to the class as an engaged individual student.
3. No extra credit assignments will be allowed, and other assignments that are turned in beyond the due date will not be accepted or reduced in grade.

Computation of Grade

▪ Class Participation	10%
▪ Tests [2]	45%
▪ Shark Tank Negotiation Analysis Project	10%
▪ Management Analysis Project	10%
▪ Organizational Analysis ~ Written [Project Team]	15%
▪ 5 Skills Self ~ Assessment	5%
▪ Final Presentations	<u>5%</u>
	100%

Course Grading Scale

A	100 ~ 95%	B-	80 ~ 82%
A-	90 ~ 94%	C+	75 ~ 79%
B+	86 ~ 89%	C	72 ~ 74%
B	83 ~ 85%	C-	70 ~ 71%

Quinlan School of Business Policy on Make-Up Examinations

Loyola University academic policy provides the 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 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 observances). A make-up 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 Athletic Department to complete a make-up examination. Students with documented special testing needs will be accommodated.

Quinlan School of Business Policy on 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 in 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>

MAINSTREAM BUSINESS SOURCES

- Advertising Age
- Barron's
- Bloomberg BusinessWeek
- Business Insider
- Crain's
- Daily Finance
- Economist
- Entrepreneur
- Fast Company
- Financial Times
- Forbes
- Fortune
- Hoover's
- Inc.
- Kiplinger
- Money
- Morningstar
- Motley Fool
- Seeking Alpha
- Wall Street Journal
- Your favorite city paper – Business section

Favorite Business / Management Books

January 1, 2018

- ❖ Lean In: Women, Work, and the Will to Lead (2013) – Sheryl Sandberg
 - ❖ Execution: The Discipline of Getting Things Done (2002) – Larry Bossidy & Ram Charan
 - ❖ Good To Great (2001) – Jim Collins
 - ❖ Mary Parker Follett: Prophet Of Management (1995) – Mary Parker Follett & Pauline Graham (editor)
 - ❖ Never Eat Alone: And Other Secrets To Success, One Relationship At A Time (2005) – Keith Ferrazzi
 - ❖ Pour Your Heart Into It: How Starbuck’s Built A Company One Cup At A Time (1997) – Howard Schultz & Doris Jones Yang
 - ❖ Steve Jobs (2011) – Walter Isaacson
 - ❖ Straight From The Gut (2001) – Jack Welch & John A. Byrne
 - ❖ The First 90 Days: Critical Success Strategies For New Leaders At All Levels (2003) – Michael Watkins
 - ❖ The 7 Habits Of Highly Effective People (1989) – Stephen Covey
 - ❖ The Wisdom Of Teams: Creating The High Performance Organization (1994) – Jon R. Katzenbach & Douglas K. Smith
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WEEKS/DATES	CHAPTERS / TOPICS
<p>WEEK # 1</p> <p>M, JAN. 15: DR. MLK JR, HOLIDAY ~ NO CLASS</p> <p>*</p> <p>W, JAN. 17</p> <p>*</p> <p>F, JAN. 19</p>	<ul style="list-style-type: none"> ▪ Course Overview / Assignments ~ Meet & Greet ▪ Business Overview / Activity [High ~ Low Business / Report outs] <p>SALES - COSTS = PROFIT/LOSS + STOCK PRICE = CEO PERFORMANCE</p> <ul style="list-style-type: none"> ▪ 5 Skills That Employers Want & New Graduates Lack Assessment ▪ CHAPTER 1~ AN OVERVIEW OF ORGANIZATIONAL BEHAVIOR <p>~Management Functions & Skills ~Task Performance = Efficiency + Effectiveness</p> <ul style="list-style-type: none"> ▪ CHAPTER 4~ INDIVIDUAL VALUES, PERCEPTIONS, & REACTIONS <p>~Good” Attitude in the workplace, Personal Values, Job Satisfaction, Job Involvement, & Employee Engagement</p>
<p>WEEK # 2</p> <p>M, JAN. 22</p> <p>*</p> <p>W, JAN. 24</p> <p>*</p> <p>F, JAN. 26</p>	<p>MANAGEMENT ANALYSIS PROJECT EXPECTATIONS ~ WED. JAN. 24</p> <ul style="list-style-type: none"> ▪ CHAPTER 3~ INDIVIDUAL CHARACTERISTICS <p>~Big 5 Personality Traits, Type A & Type B Managers / Team Members ~Building Self Confidence</p> <ul style="list-style-type: none"> ▪ CHAPTER 14~ ORGANIZATIONAL STRUCTURE & DESIGN <p>~Define Organizational Structure, Chain of Command, Hierarchy, & Division of Labor</p> <p>~Goal Setting Activity: What are my 3~5 goals for this term? [Daughtry ~ What About Now?]</p>
<p>WEEK # 3</p> <p>M, JAN. 29</p> <p>*</p> <p>W, JAN. 31</p> <p>*</p> <p>F, FEB. 2</p>	<p>MANAGEMENT ANALYSIS PROJECT DUE ~ WED. JAN. 31</p> <ul style="list-style-type: none"> ▪ CHAPTER 15~ ORGANIZATIONAL CULTURE <p>~Define Organizational Culture ~Activity: Review Amazon, Salesforce, & Loyola’ Organizational Cultures</p> <ul style="list-style-type: none"> ▪ CHAPTERS 5 & 6~ MOTIVATING BEHAVIOR / WORK & REWARDS <p>~Maslow’s Hierarchy of Needs, McClelland’s Needs Theory, & Employee Participation</p> <p>~Networking = Developing + Nurturing Professional Relationships ~Networking Videos = Keith Ferrazzi / Self ~ Assessment</p>

<p>WEEK # 4</p> <p>M, FEB. 5 *</p> <p>W, FEB. 7 *</p> <p>F, FEB. 9</p>	<p>MANAGEMENT ANALYSIS PROJECT REVISIONS DUE ~ FRI, FEB. 9</p> <p>▪ CHAPTER 8~ DECISION MAKING & PROBLEM SOLVING</p> <p>~Decision Making, Problem Solving, Manager's vs. Team's Decisions, and Groupthink / Decision Making Styles</p> <p>~Presentations: Toughest Decision? Proudest Decision? What did you learn about self?</p>
<p>WEEK # 5</p> <p>M, FEB. 12 *</p> <p>W, FEB. 14 *</p> <p>F, FEB. 16</p>	<p>TEST # 1 REVIEW GUIDE HANDOUT ~ MON, FEB. 12</p> <p>▪ CHAPTER 9~ COMMUNICATION</p> <p>~Active Listening, Business Writing Critiques, Meeting Skills, Communication Styles, & Business Portfolio</p> <p>~Delivering Exceptional Presentations ~ Excites you about major/career field? Proudest accomplishment? Failed/Lesson Learned?] ~ Practice Interviews</p> <p>~Giving & Receiving Constructive Feedback = Performance Reviews</p>
<p>WEEK # 6</p> <p>M, FEB. 19 *</p> <p>W, FEB. 21 *</p> <p>F, FEB. 23</p>	<p>ORGANIZATIONAL ANALYSIS TEAM PROJECT EXPECTATIONS ~ MON, FEB. 19</p> <p>PROJECT TEAMS ASSEMBLE !</p>  <p>TEST # 1 ~ WED, FEB. 21</p> <p>▪ CHAPTER 7~ GROUPS & TEAMS</p> <p>~Define Work Team, Functional vs. Cross-Functional Team, Virtual Teams, Stages of Group Development, Group Norms, Group Cohesiveness, and Social Loafing</p> <p>~Project Team Meetings / Complete Project Team Timeline</p>
<p>WEEK # 7</p> <p>M, FEB. 26 *</p> <p>W, FEB. 28 *</p> <p>F, MAR. 2</p>	<p>▪ CHAPTER 7~ GROUPS & TEAMS</p> <p>~Presentations: Best & Worst Team Experiences = Lessons Learned</p> <p>~5 Skills Midterm Review</p> <p>~Management Style Video Critique ~ [Devil Wears Prada]</p> <p>~Project Team Meetings / Status Updates = Progress Reports</p>

<p>WEEK # 8</p> <p>SPRING BREAK!</p> <p>*</p> <p>MAR. 5 ~ MAR. 10</p>	<p>ENJOY A <i>PLAY HARDER</i> SPRING BREAK!</p> 
<p>WEEK # 9</p> <p>M, MAR. 12 ~ WELCOME BACK!</p> <p>*</p> <p>W, MAR. 14</p> <p>*</p> <p>F, MAR. 16</p>	<ul style="list-style-type: none"> ▪ CHAPTER 7~ GROUPS & TEAMS ~Activity: Hell's Kitchen Leader & Team Video Critiques ~ [Tower of Terror] ▪ CHAPTER 10~ MANAGING CONFLICT & NEGOTIATION ~Conflict, Functional Conflict v. Dysfunctional Conflict, Task Conflict, Process Conflict, Relationship Conflict, 5 Interpersonal Conflict Management Styles
<p>WEEK # 10</p> <p>M, MAR. 19</p> <p>*</p> <p>W, MAR. 21</p> <p>*</p> <p>F, MAR. 23</p>	<p>ORGANIZATIONAL ANALYSIS TEAM PROJECTS DUE ~ MON, MARCH 19</p> <p>*</p> <p>SHARK TANK NEGOTIATION PROJECT EXPECTATIONS ~ WED, MARCH 21</p> <ul style="list-style-type: none"> ▪ CHAPTER 10~ MANAGING CONFLICT & NEGOTIATION ~Negotiation, Distributive Negotiation = Compete / Zero sum v. Integrative Negotiation = Win - Win ~Activity: Shark Tank Negotiation Critiques
<p>WEEK # 11</p> <p>M, MAR. 26</p> <p>*</p> <p>W, MAR. 28</p> <p>*</p> <p>F, MAR. 30 ~ EASTER HOLIDAY / NO CLASSES</p>	<p>ORGANIZATIONAL ANALYSIS TEAM PROJECT REVISIONS DUE ~ MON, MARCH 26</p> <p>*</p> <p>SHARK TANK NEGOTIATION PROJECT DUE ~ WED, MARCH 28</p> <ul style="list-style-type: none"> ▪ CHAPTER 10~ MANAGING CONFLICT & NEGOTIATION ~Activity: Shark Tank Negotiation Critiques ~Role Plays: Negotiating Salary

<p>WEEK # 12</p> <p>M, APR. 2 ~ EASTER HOLIDAY / NO CLASSES</p> <p>*</p> <p>W, APR. 4</p> <p>*</p> <p>F, APR. 6</p>	<p>SHARK TANK NEGOTIATION PROJECT REVISIONS DUE ~ FRI, APRIL 6</p> <ul style="list-style-type: none"> ▪ CHAPTER 10~ MANAGING CONFLICT & NEGOTIATION <p>~Presentations: Proudest Negotiation? Toughest Negotiation? What did you learn about self?</p> <ul style="list-style-type: none"> ▪ CHAPTER 13~ POWER, INFLUENCE, & POLITICS <p>~What is Power? Power Bases & Influence Tactics</p>
<p>WEEK # 13</p> <p>M, APR. 9</p> <p>*</p> <p>W, APR. 11</p> <p>*</p> <p>F, APR. 13</p>	<p>TEST # 2 REVIEW GUIDE ~ MON, APRIL 9</p> <ul style="list-style-type: none"> ▪ CHAPTER 11~ TRADITIONAL LEADERSHIP APPROACHES <p>~Leadership Traits, Authentic Leadership, & Servant Leadership</p> <p>~Leadership Styles</p> <p>~Activity: Leadership Styles Videos Assessments</p>
<p>WEEK # 14</p> <p>M, APR. 16</p> <p>*</p> <p>W, APR. 18</p> <p>*</p> <p>F, APR. 20</p>	<p>TEST # 2 ~ WED, APRIL 18</p> <ul style="list-style-type: none"> ▪ CHAPTER 12~ CONTEMPORARY VIEWS OF LEADERSHIP IN ORGANIZATIONS <p>~Transformational Leadership, Charismatic Leadership, Ethical Leadership, Leaders As Coaches / Mentors, and Gender & Leadership</p> <p>~Readings: 68 Rules? No, Just 3 Are Enough + Rainbows & Steel Toe Boots</p>
<p>WEEK # 15</p> <p>M, APR. 23</p> <p>*</p> <p>W, APR. 25</p> <p>*</p> <p>F, APR. 27</p>	<ul style="list-style-type: none"> ▪ Activities: Leadership Philosophy & Goal Setting [Goals accomplished this term? Summer/Fall Goals?] / Presentations ▪ Final Presentations: 5 Skills Employers Want & New Graduates Lack ~ How have I strengthened/developed these 5 skills over 15 weeks? How will these skills give me a competitive advantage in networking events, internships, upper level business courses?