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Office Hours: Tuesday & Thursday, 1:30 – 4 PM and by appointment

**MGMT 201, Section 103: 11:30 – 12:45 PM**  
**MANAGING PEOPLE & ORGANIZATIONS**  
**Spring Semester 2018, Tuesdays & Thursdays, Schreiber 201**

**Catalog Description**

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.

Prerequisite: Sophomore standing.

**Course Overview**

Organizational Behavior (OB) focuses on analyzing how individuals work in groups and organizations to achieve goals. This course seeks to develop your understanding of the people management skills needed to perform effectively in an organizational setting. Key topics include individual differences, decision making, teams, motivation, leadership, culture, and change. Experiential material and a group project are used to support individual development and the people skills useful for managers in any field or discipline, working in most organizational settings.

**Course Objectives and Learning Outcomes**

1. To understand important OB concepts and to recognize the challenges of managing people in organizations. Reading the course materials prior to class, attending the lectures, and fulfilling the course assignments will support this outcome.
2. To encourage your personal development through reflecting on your strengths and weaknesses as an employee, team member, and aspiring leader. Participating in experiential exercises, engaging in classroom activities, and completing the group project will support this outcome.

**Required Materials:**



1. **Soft cover text ordered from Loyola WTC Follett Bookstore:**  
 Stephen P. Robbins & Timothy A. Judge, *Essentials of Organizational Behavior, 13<sup>th</sup> edition*, Pearson, 2016. **PLEASE NOTE:** A 14<sup>th</sup> edition is now available from Pearson, but we are using the 13<sup>th</sup> edition to save you money. *This book may be available through other sellers such as Amazon or through textbook rental programs.*
2. **Other class materials available on Sakai and distributed in class**, including articles, exercises, PowerPoint slides, etc. Additional readings may be added to Sakai that relate to our class topics. Please plan to check Sakai frequently.

If you must miss a class, you are responsible for keeping up with assignments, class notes, and any handouts or important information discussed in class. Fellow students and your group members can be a resource here. Please email me in advance if you will be absent.

<b>Course Requirements and Grading Criteria</b>	<u>Percentages</u>	<u>Points</u>
<b>1. Three Examinations</b> (2 midterms + final)	24% each	100 points each
<b>2. Group Presentation &amp; Paper*</b> <i>*adjusted downward for peer input, if necessary</i>	24%	100 points
<b>3. Class Participation &amp; Engagement</b>	<u>5%</u>	<u>20 points</u>
	100%	420 TOTAL points

Your final course grade is determined by adding together the points you earn from each course requirement.

**Course Grading Scale**

A	100-93%
A-	92-90
B+	89-87
B	86-83
B-	82-80
C+	79-77
C	76-73
C-	72-70
D+	69-67
D	66-60
F	59 and below

**Loyola University Grading Scale & Weights**

A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
D+	1.33
D	1.00
F	0

## Course Assignments

1. The **examinations** (two midterms and the final) are in-class, closed-book exams that include objective and brief essay questions. The exams are *not* cumulative. *Sample exam questions are on Sakai.*

2. The **group presentation and paper** will allow your group to analyze a company management situation in detail using the OB concepts and frameworks learned in class, including the importance of effective teamwork in accomplishing objectives. This is a real-world project in which teams of **5** students will investigate the organization of their choice. The project objective is to deepen your understanding of what employees, leaders, and organizations need to know to be more effective. In addition to using your classroom resources (text, notes, etc.), you will collect information about the organizations through library research and/or observations. *A sample "A" paper is available on Sakai for your review.*

Select an OB/management topic of interest to your group. Then choose a global company and analyze how your selected OB topic is applied in your chosen firm. Examples of prior class projects include:

- **Organization Culture at Whole Foods** > **Patagonia & Corporate Social Responsibility**
- **Managing Diversity at PepsiCo** > **Motivation at Google**
- **Job Satisfaction at Amazon** > **Leadership at Tesla**
- **Creativity & Decision Making at Pixar** > **National Cultures at Disney**
- **Compensation & Rewards at Starbucks** > **Coca-Cola & Sustainability**

*A summary of the requirements for the group project report is on the LAST PAGE of the syllabus.*

The project comprises two outcomes:

1. A **presentation** to the class (50% of the project grade)
2. A 10-12 page **paper** (50%).

Your team will receive one overall grade, based on combining the separate evaluations for the presentation and the paper. In addition, you will be required to evaluate **confidentially** each of your fellow group member's relative contribution to your project, using the assessment tool I will provide. **All** members of a team will receive the **same** grade, unless the peer evaluations reveal necessary adjustments downwards to an individual's grade, due to "free rider" problems.

You may choose your own project groups consisting of **5** members. If you are having problems forming a team, please come to me for help ASAP.

Your group will give a 13-minute **presentation** of your project to the class during week 13. Scheduling of presentations will depend on how many groups we have. **Each group member** must participate.

**Grading criteria for the class presentation** include:

- organization and creativity
- brief overview of your company & analysis of your selected OB/management issue
- use of OB class concepts to support analysis (*very important*)
- your conclusions and recommendations
- contribution by all group members and use of time

**\*\*\* On your presentation date, please provide me with a copy of any handouts or PowerPoint slides you will be using, so I can provide you with my notes & comments. \*\*\***

Your group's **paper** should be a typed, 10-12 page (double-spaced), 12-point font, professionally-prepared paper. The paper is due at the beginning of class on the date of your group's presentation. **NO LATE SUBMISSIONS WILL BE ACCEPTED.**

**Grading criteria for the paper include:**

- paper organization, writing clarity, grammar and spelling
- analysis of your management issue and its relevance to your selected company
- appropriate application of OB class concepts to support analysis (*very important*)
- careful assessment and soundness of interpretation
- thoughtful conclusions and recommendations.

**Important note:** Any paper that does not meet basic standards of effective business writing (poor grammar, misspelled words, etc.) will be returned to the group for **immediate** rewriting and resubmission, and a penalty will be assessed against the project grade.

**PROGRESS REPORTS** about your group projects will be due at several points through the semester.

→ **A one-page outline (one from each group) is due Week 3.** In this outline, briefly describe:

- The management topic and global company you plan to study?
- Identify three or four key issues you plan to address?
- What are your plans for data collection: i.e., library research? observations? company records?

This non-graded assignment allows me to provide you with early feedback on your chosen project topic. **Please identify your group members** at this time (teams may be comprised of 5 members). Also, **please advise me as to your preferred presentation date**; I'll try to accommodate all requests, but if it's not possible, we'll use a lottery to determine group project presentation dates.

→ **A required in-person group meeting with me to review your team's progress is scheduled before Spring Break.** A progress report template will be provided, and class time is allocated for this update.

**3. Class participation** includes regular attendance, being well-prepared for class, and active engagement in MGMT 201 discussions. The quality of your contribution is more important than the quantity. Please note the connection between your participation grade and the Quinlan Attendance Policy below.

**4. Extra Credit.** MGMT 201 students may choose to participate in one written extra credit opportunity to earn up to **4** points in extra credit. Loyola and Quinlan regularly offer many educational lectures, seminars, and events. You may choose to attend one of these events and prepare a written assignment describing it, with extra credit points added directly to your final grade calculation. Extra credit participation is completely voluntary and optional. Details are provided in a separate handout on Sakai.

## Quinlan School of Business Policies:

### Attendance

Class attendance is mandatory and essential to the value of the learning experience. Students are expected to attend all class sessions in order to pass the course. Missing more than 20% of scheduled classes severely jeopardizes the student's ability to pass the course.

In the event unavoidable emergencies or conflicts prevent you from attending class, you must notify the instructor by e-mail prior to missing the class, and request options for covering missed material. Most of the subjects in a course are sequential. Therefore, it is important to understand the material covered in the missed class before the next class.

Because MGMT 201 uses in-class experiential exercises as well as individual participation, a student *cannot* earn an A for the course without contributing to the class as both an engaged individual student and an involved team member. My expectation is that you will attend every class, for the full class meeting. If a university-related conflict or personal situation means that you must miss a class, arrive late, or leave early, **please email me in advance**. You are responsible for any class assignments or requirements missed.

### 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 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 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 Dean 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. Limited assistance in proctoring make-up exams may be available through a designated Quinlan administrative assistant. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at 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 at minimum 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://luc.edu/media/lucedu/quinlan-graduate/pdfs/Honor-Code-Quinlan-July2012.pdf>

### **Class Conduct Policy**

Loyola University’s Community Standards note that all students are expected to adhere to the highest standards of civility and respect in their conduct towards other members of the Loyola community. Courtesy, compassion, and respect for others are expected in this class.

In addition, this course depends on a high level of student engagement and participation. Research continues to grow about how electronic devices negatively impact classroom focus and learning (for example, see an interesting article by Clay Shirky in *The Washington Post* at: <http://wapo.st/1rd6LOR>

***Thus, to minimize distractions to you, your fellow students, and me, please keep your tablets and laptops off and your phones on vibrate during class. Thank you!***

Audio or videotaping of class lectures requires the advance permission of the instructor.

**Weekly Course Outline**

<b><u>Week</u></b>	<b><u>Dates</u></b>	<b><u>Topics/ Assignments/ Activities</u></b>
1	Jan. 16 & 18	<b>Introduction to Organizational Behavior &amp; Course Overview Diversity in Organizations</b> R & J chapters 1 & 2 Activity: Introductions & Groups (in class)
2	Jan. 23 & 25	<b>Individual Differences</b> R & J chapters 3 & 5 Activity: Team Resume (on Sakai)
3	Jan. 30 & Feb. 1	<b>Groups &amp; Teams</b> R & J chapters 9 & 10 Activity: Making Student Groups Work (handout)
<b>*** GROUP PROJECT OUTLINES DUE <u>on Thursday</u> ***</b>		
4	Feb. 6	<b>Groups (continued)</b> Exam Review + Group Progress Updates
<b>Thursday, February 8</b>		<b>EXAMINATION 1</b>
5	Feb. 13 & 15	<b>Perception, Decision Making &amp; Creativity</b> R & J chapter 6 Activity: Lost on the Moon (Handout)
6	Feb. 20 & 22	<b>Motivation</b> R & J chapters 7 & 8 Activity: Motivation through Compensation (handout)
7	Feb. 27 & Mar.1	<b>Power &amp; Politics</b> R & J chapter 13

**\*\* Group Project Progress Reports (IN CLASS) \*\***

**\*\*\* NO CLASS March 5 – 10 -- HAPPY SPRING BREAK \*\*\***

- 8 Mar. 13 & 15 **Conflict & Negotiation**  
R & J chapter 14  
Activity: Conflict in Santa's Workshop ToyKing Case (Sakai)
- 9 **Tuesday, March 20** **EXAMINATION 2**
- Mar. 22 **Leadership**  
R & J chapters 12 & 4 (pages 58-64)  
Activity: Leadership Exercise (handout)
- 10 Mar. 27 **Leadership (continued)**
- Mar. 29 **NO CLASS, EASTER HOLIDAY**
- 11 Apr. 3 & 5 **Organizational Change & Stress**  
R & J chapter 17  
Activity: Jefferson Company Exercise (on Sakai)
- 12 Apr. 10 & 12 **Organizational Culture & Global Management**  
R & J chapter 16; reread chapter 5, pages 81-86  
Activity: Cross-Cultural Communication (handout)
- 13 Apr. 17 & 19 **GROUP PROJECT PRESENTATIONS**  
**-- PAPERS & PPTS DUE**
- 14 April 24 & 26 **Catch-up Days & Exam Review**
- Tuesday, May 1<sup>st</sup> at 9 – 11 AM** **FINAL EXAMINATION**

**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.

*Have a great summer!*

**Required Format for MGMT 201 Group Project**

<b><u>Project Section</u></b>	<b>Written pages, d/s</b>	<b>PPT slides in Presentation</b>	<b>Key Questions &amp; Issues</b>
<b>Executive Summary</b>	1 page	1 PPT	- Overview of company, topic, and your findings
<b>Background information about the organization</b>	1.5 pages	2 PPT	- What does the company do? Its location, size, employees, products/services, mission? - What are key characteristics of its industry?
<b>Overview of management topic(s) you're studying</b>	1.5 pages	2 PPT	- What key OB/MGMT theories are useful in understanding this topic? - Why is this topic especially relevant to this firm?
<b>Analysis of how your topic is applicable to this organization</b>	3-5 pages	4-6 PPT	- Use the information from text & class notes to draw connections, plus the data from your library research & observations to explain actual practices at the firm. - Your goal is to link the actual practices with the theory. - What is your assessment of how this management topic is being implemented at the company?
<b>Recommendations and conclusion</b>	2-3 pages	2-3 PPT	- Provide 3-5 specific recommendations you could offer this firm based on your analysis. - Is the organization doing a good job with respect to your MGMT topic? Why or why not?
<b>References list</b>	1-2 pages	<i>PPT references list optional</i>	- All sources should be fully documented. - Citation style (APA, MLA, etc.) is your choice. - <i>Your report should cite <u>at minimum 8</u> references, of which a <u>maximum of 5</u> may be websites.</i>
<b>Summary/Total</b>	- 7-10 pages of text + up to 3 pages of data exhibits - MAXIMUM 12 pages, not including references	- MAXIMUM 12-14 PPT - Remember, you have a 13 minute limit	- Review the rubric above for details of what information should be included.  - <i>You are encouraged to use subheadings to organize your paper.</i>