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QUINLAN
SCHOOL of BUSINESS

MGMT 201 – Section 10W School of COMM Room 013
MANAGING PEOPLE & ORGANIZATIONS
Spring Semester 2018 M-W-F 11:30 am – 12:20 pm

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 Material:

1. Soft cover text ordered from Loyola WTC Follett Bookstore:

Stephen P. Robbins & Timothy A. Judge, *Essentials of Organizational Behavior, 14th edition*, Pearson, 2018. *This text 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.

Course Requirements and Grading Criteria

Points

- | | |
|---------------------------------------------------|---------------------|
| 1. Three Examinations (2 midterms + final) | 75 (25 points each) |
| 2. Group Presentation | 15 points |
| 3. Group Final Paper | 25 points |
| 4. Peer Evaluation | 10 points |
| 5. Class Attendance and Participation | 25 points |

Total: 150 points

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

Course Grading Scale

A	143-150
A-	136-142
B+	128-135
B	118-127
B-	108-117
C+	100-107
C	91-99
C-	87-90
D+	80-86
D	76-79
F	75 and below

Loyola University Grading Scale and 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.

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:

- **Managing Diversity at PepsiCo**
- **Job Satisfaction at Amazon**
- **Sustainability at Adidas**
- **Creativity & Decision Making and Pixar**
- **Compensation & Rewards at Starbucks**
- **Motivation at Google**
- **Leadership at Tesla**
- **Organization Culture at Southwest Airlines**
- **National Culture at Disney**
- **Coca-Cola & Sustainability**

A summary of the requirements for the group project report is at the end of the syllabus.

The project comprises two outcomes:

1. A **presentation** to the class (40 % of the project grade)
2. A 10-12 page **paper** (60% of the project grade)

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 members' 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 14. Scheduling of presentation 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 and comments. *****

Your group's **paper** should be a typed, 10-12 page (double-spaced), 12-point, and professionally-prepared. 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 date.

A required in-person group meeting with me to review your team's progress is scheduled after Exam 2. A 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. **Discussion Questions (extra credit opportunity).** The four brief (15-minute) in-class discussion questions are designed to show how class concepts may be applied to current MGMT/OB issues. While all students are expected to participate in the discussion questions, you may earn up to **4 extra credit points** by volunteering to be a **discussion leader**. The discussion leaders are responsible for guiding the class in analyzing the key issues related to the questions and applying class concepts to these issues. Each discussion question may have a maximum of 3 leaders. **You must contact me directly, in advance, to request the opportunity to be a discussion leader for a particular session/question.** No student may serve as a discussion leader more than once, to allow for maximum participation.

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. 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 assignments or requirements missed during an absence.

Missing more than 20% of scheduled classes severely jeopardizes the student's ability to pass the course.

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 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 the 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 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://luc.edu/media/lucedu/quinlan-graduate/pdfs/Honor-Code-Quinlan-July2012.pdf>

Sakai and Other Student Learning Resources

Sakai is a learning management system that is a repository for course information, including the syllabus, class notes (posted the day of the class), assignments, additional readings, and other materials needed to successfully complete MGMT 201. Furthermore, Sakai is used for communications both to and from the instructor and is the place to submit assignments, view your grades, and receive feedback. Consequently, it is important to understand how to use Sakai and to check it frequently.

Information for using Sakai effectively is available through Loyola's Instructional Technology (IT) and Research Support. Sakai information for students can be found at

<http://www.luc.edu/itrs/teachingwithtechnology/sakai/sakai-student-tutorials.shtml>.

Since I am not a Sakai expert, questions concerning its use should be directed to the IT Help Desk.

Upon accessing Sakai, you will find that each week has a tab labeled Week 1, Week 2, Week 3, etc. Within each tab you will find information associated with the upcoming classes for each week, including articles to read, assignments to complete, or activities or ideas to consider before class. The PowerPoint notes for the class will be posted the day of the class. *Hard copies of these notes and other handouts will be distributed in class.*

Special requests

1. This course depends on a high level of students engagement and participation. Research continues to grow about how electronic devices negatively impact classroom focus and learning (for example, see an interesting article by Clas Shirky in The Washington Post (9/25/14) at: <http://wapo.st/1rd6LOR>

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

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

MGMT 201 10W WEEKLY COURSE OUTLINE

Class Schedule (Spring 2018)		
This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.		
Class & Date	Topic and Activities	Readings and Assignments
Week 1 January 17 & 19	Introduction to Organization Behavior & Course Overview Activity: Introductions & Groups (in class) Discussion question: <i>Why is a MGMT course relevant for students in any major?</i>	R & J Chapter 1
Week 2 January 22, 24 & 26	Individual Differences Activity: Team Resume (on Sakai)	R & J Chapters 3 & 5
Week 3 January 29, 31 & February 2	Groups & Teams Activity: Making Student Groups Work (handout)	R & J Chapters 9 & 10 ***Group Project outlines due***
Week 4 February 5, 7 & 9	Groups (continued) Discussion question 1: <i>In YOUR opinion, what are the top 3-5 characteristics of a good "team player"?</i> Exam Review + Group Progress Updates	Feb 9 – EXAMINATION 1
Week 5 February 12, 14 & 16	Perception, Decision Making & Creativity Activity: Lost on the Moon (Handout)	R & J Chapter 6
Week 6 February 19, 21 & 23	Motivation Activity: Motivation through Compensation (handout) Discussion question 2 (on Friday, 2/23): <i>In YOUR opinion, what are the 3-5 main reasons that people work?</i>	R & J Chapters 7 & 8
Week 7 February 26, 28 & March 2	Power, Politics, Conflict & Negotiation Activity: Conflict in Santa's Workshop ToyKing Case (Sakai)	R & J Chapters 13 & 14
NO CLASS March 5 – 11 - SPRING BREAK		
Week 8 March 12, 14 & 16	Communication + Exam Review	R & J Chapter 11

Week 9 March 19, 21 & 23	Leadership Discussion Question 3 (on Friday, 3/23): In YOUR opinion, what 3-5 attributes make a “good” boss?	R & J Chapters 12 & 4 March 21 – EXAMINATION 2
Week 10 March 26, 28 & 30	Leadership (continued)	***Group Project Progress Reports (IN CLASS)***
Week 11 April 2, 4, & 6	Organizational Change & Stress Activity: Jefferson Company Exercise (on Sakai)	R & J Chapter 17
Week 12 April 9, 1 & 13	Organizational Culture, Diversity & Global Management Activity: Cross-Cultural Communication (handout)	R & J Chapters 2 & 16, reread chapter 5
Week 13 April 16, 18 & 20	Global Management (continued) & Sustainability Discussion question 4 (on Friday, 4/20): In YOUR opinion, should business consider corporate social responsibility? 3 reasons why/why not?	Porter & Kramer (2011) <i>Creating Shared Value</i> (on Sakai)
Week 14 April 23, 25 & 27	GROUP PROJECT PRESENTATIONS	PAPERS & PPTS DUE
Monday, April 30	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 Each Group Project Report

Project Section	Written pages	PPT slides in Presentation	Key Questions & Issues
Executive Summary	1 page	1 PPT	Overview of company, topic, and your findings
Background information about the organization	1.5 pages	2 PPT	What does the company do? Its mission? What are key characteristics of its employees and its industry?
Overview of management topic(s) you're studying	1.5 pages	2 PPT	What are key OB/MGMT theories useful in understanding this topic? Why is this topic especially relevant to this firm?
Analysis of how your topic applies to this organization	3-5 pages	4-6 PPTS	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?
Recommendations and conclusion	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?
References list	1-2 pages	PPT <i>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>
Summary/Total	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>