Course Description

This is an introductory course in the management of modern organizations. The purpose of this course is to provide an understanding of the behaviors, problems, and effective management of organizations and their members. The course uses readings, cases, exercises, and films to survey problems confronting organizational managers, and demonstrate practical skills for analyzing and solving those problems. Topics include attribution and stereotypes, influence and power, motivation, conflict and negotiation, group and team decision making, justice and ethics, and leadership and perception management.

Course Materials

Text Pak: readings, exercises, and cases. Available on Study.net

Course Requirements

1. Two group position papers (25% of grade – 12.5% for each paper): Each group will hand in a 3-page paper analyzing the assigned case. Groups will be assigned to take a position on each case and will be required to defend their position in both the paper and in an in-class debate. Details on writing and presenting position papers is attached at the end of the syllabus.

2. One in-class Exam in Class 8 (40% of grade). Fill-in-the-blank and short answer questions covering the first 7 classes including the book, "Typo". Partial credit given. Illegible handwriting can hurt your grade.

3. One group case presentation in Class 10 (25% of grade): Each group will make a 15 minute presentation on a real-life case of a managerial problem and how it was solved, and discuss what was done right and wrong, and what the manager(s) could have done differently to improve their outcome. The case may be of a current or past problem, and may be taken from reports in the media, or from one’s own experience. The case cannot be fictional, and cannot be based solely on a movie (i.e., “Twelve Angry Men”), or on one group member’s experience. Examples: (1) the problem of reducing distrust between management and union employees at General Motors, (2) the problem of aligning corporate cultures after the HP-Compac merger, (3) the problem of retaining top faculty at UC Davis, when it pays less than private schools. There is no paper that accompanies this presentation. You will be graded on the presentation alone.

4. Class-participation (10% of grade): Students are expected to be prepared for class by completing assigned readings and cases, and are expected to participate in class discussions, group exercises, and position paper debates. Highly-rated class participation involved thoughtful comments and questions, not just “floor time” or repetition of facts from the readings. Your participation in the Leadership Challenge Exercise, scheduled for Class 9 will count toward this grade.
Course Schedule
All readings should be completed before class.

Class 1 - Cognitive Bias in Person Perception
Readings: The Psychology of Stereotypes: An Overview
The Psychology of Judgment and Decision Making: Attribution Theory
Typo: chapters 1 and 2

Case Discussion: Lessons from Everest. Questions: (1) What could the climbers have done to avoid the 3 cognitive biases? (2) How could you have helped them in the moment to avoid these biases? (3) What about the situation made these biases hard to avoid? (4) How have you encountered similar biases in making decisions at work?

Exercise: Hidden Biases Computer Exercise

Video Case: The Ugly Truth

Class 2- Influence and Power
Readings: Harnessing the Science of Persuasion
Power Dynamics in Organizations
The Power of Talk: Who Gets Heard and Why
Typo: chapters 3 & 4

Exercise: The Earthquake Simulation

Video Cases: Talking 9 to 5
Tin Men

Class 3- Motivation
Readings: One More Time, How do you Motivate People?
On the Folly of Hoping for A, while Rewarding B
Motivating Your Problem People
Typo: chapters 5 & 6

Position Paper #1: Nordstrom: Dissension in the Ranks: Argue either: (1) Nordstrom should keep the Sales Per Hour Incentives for sales clerks, or (2) Nordstrom should ditch the Sales Per Hour Incentives for sales clerks. Use motivation theory to make the case for your assigned position.

Exercise: Work Motivation Survey

Video Case: Nordstrom Boys
Class 4- Conflict and Negotiation
Readings: Negotiation Overview
Errors in Social Judgment, Part 1: Biased Assimilation of Information
Errors in Social Judgment, Part 2: Partisan Perceptions
Taking the Stress Out of Stressful Conversations
How to Avoid Being the "Ugly American" When Doing Business Abroad
Typo: chapters 7 & 8

Exercise: Bestbooks/ Paige Turner Negotiation

Class 5 - Team Decision Making
Readings: A Note on Team Process
Breaking Robert's Rules: Consensus-Building Techniques for Group Decision Making
The Hidden Traps in Decision Making
Typo: chapters 9 & 10

Cases: READ BUT DO NOT DISCUSS WITH OTHERS BEFORE CLASS
Growing Pains
The Case of the Unhealthy Hospital

Exercise: Print out and bring to class but DO NOT READ PRIOR TO CLASS
Decision Making Exercise (parts A, B, C)

Class 6 - Organizational Culture and Justice - Leadership Challenge Worksheets Due!

Readings: What is an Organization's Culture?
Fair Process: Managing in the Knowledge Economy
What's Your Company Culture?
Telling Tales
Typo: chapters 11 & 12

Video: Herb's Airline

Exercise: Writing a story to communicate the GSM's values and who we are.

Position Paper #2: Typo. Argue for either position: (1) Dan's Leadership Style was a good fit for the Clarinda Company's pre-existing culture (i.e., basic assumptions that guide decision making), or (2) Dan's Leadership Style was not a good fit for the Clarinda Company's pre-existing culture). You should first define the pre-existing culture of Clarinda Company in terms of basic assumptions that appear to be taken for granted, and are based on past
experiences of employees. You should also talk about how the definition of "fair process" or "procedural justice" in the pre-existing culture.

Class 7- Leadership and Perception Management
Readings:  
Leadership Run Amok
Looking Good vs. Being Good: Pitfalls of Maintaining Images of Strong Leadership Following Organizational Scandals
*Typo:* chapters 13 & 14

Video Case:  
Arsenic and Old Lace

Exercise:  
Selling Ideas Exercise

Class 8- EXAM - covers readings only from classes 1-7.

Class 9- Leadership Challenge Exercise

Class 10- Group Presentations
This class session may run long by 30 minutes - be prepared to stay late on this day.

**GROUP POSITION PAPER GUIDELINES**

1. **Purpose of the Papers**
   1) To analyze an organizational case.
   2) To argue for a given position and motivate discussion about the case.

2. **Written paper guidelines:**
   1. **Organization** The paper should have three parts:
      1) Brief overview of the case and major issues it discusses. (.5 page)
      2) Discussion of your proposed solution and its benefits (1.5 pages)
      3) Discussion of the alternate solution and its drawbacks. (1 page)

   **Requirements:** 1) No more than 3 pages. 2) Organize into the three parts described above. 3) Advocate your assigned position.

3. **Notes for writing a “10” paper:**
   1) Answer all of the questions clearly and directly – don’t make me hunt for the answers.
   2) Back up all assertions with: a) logical arguments, b) theory from readings, and c) illustrations and facts from the case.