

# STEVENS

INSTITUTE *of* TECHNOLOGY

## EM480

### Managing the Development Enterprise

*School of Systems and Enterprises*

Prerequisite(s): EM360

Corequisite (s): None

Cross-listed with: None

#### COURSE DESCRIPTION

This course addresses the design and management of the human activity system that is responsible for developing and operating an organization. It is built on a fundamental that the successful development of an organizational system is directly contingent on the human system. The course introduces foundational constructs related to organizational behavior and design, including Structure; Organizational Culture; Leadership and Power; Personality & Attitudes; Work Motivation; Group Behavior and Teamwork; Analysis of Organizational Networks, Conflict and Politics; Decision Making; Complexity Theories and Organizational Design.

#### COURSE OUTCOMES

EM480 aims to illustrate the rich and important concepts that make up the field of organizational behavior based on cutting-edge research and current practices. These can be organized in three levels of analysis:

- 9 - Teamwork - Understand the different motivation and learning styles in individual, group and social functioning, and organizations.
- 7 - Professionalism - Develop a scientific understanding of organizational behavior concepts and theories and their applications to management context and situations.
- 9-Teamwork -Develop skills and techniques to effectively design and manage engineering teams in organizations.
- 8 - Leadership - Apply several methodologies for organizational analysis (case studies, analysis of organizational accidents, job context analysis, social network analysis) based on system thinking perspective.

#### FORMAT AND STRUCTURE

Class time is typically split equally between a lecture on the topic that week and in class activities, as specified in the syllabus. Class activities will include discussions, case study analysis, role-playing, and an organizational analysis workshop. Since class activities provide a crucial contribution to learning students will be graded on attendance. Students are also required to complete a project working in teams outside the class.

## COURSE MATERIALS

### Textbook(s):

“Organizational Behavior” 5th Edition By Hitt, Miller, Colella and Triana  
ISBN9781119391739 5th Edition John Wiley and Sons **Book is required.**

Previous editions are also fine.

### Other Readings

The following two books are for project 1. Students are to read selected chapters from Reason's book during the course (chapter 1 to 4) **(Required)**. The second book **(optional)** contains very good case histories of "accidental innovation":

Reason, J. (1997). Managing the Risks of Organizational Accidents. Burlington, VT: Ashgate.  
ISBN: 1840141050

Ranganath Nayak, P., Ketteringham J.M. (1993), Breakthroughs! How Leadership and Drive Create Commercial Innovations That Sweep the World, Mercury Business Books; 2nd edition,  
ISBN: 0-89384-250-8

The following book is **required** for project 2, Reading the first 6 chapters and the two appendixes is recommended:

Cross, R.L. and A. Parker. (2004). The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations. Harvard Business School. ISBN: 1591392705

### Materials

Lecture slides, videos, links, and adhoc readings distributed by the instructor via web site, email or in class.

## COURSE REQUIREMENTS

<b>Attendance &amp; Participation:</b>	Mandatory, and necessary to complete the in -class activities that contribute to grading
<b>Class work</b>	Class work is specified in the tentative schedule reported below
<b>Project(s)</b>	Students are required to complete the following projects working in teams of 5-6 members

- o Project #1: Defining an Organizational Accident; power-point presentation;
- o Project #2: How Work Really Gets Done in Your Organization: paper, due no later than 2 weeks before the end of the course 5/5/2020.

All the details about the projects (task, content, deliverable, deadlines, grading criteria) are provided in separate documents available on the canvas web site

### GRADING PROCEDURES

Grades will be based on:

Class participation and class work	400 points (40%) grade
Projects 1 and 2	600 points (60%) grade split 50/50 between projects

# EM-480 COURSE SCHEDULE – Spring 2024

Section A : Tues12:30-1:45 McLean 414

Thurs: 12:30-1:45 McLean 414

DATE	Tuesday (Lecture)	DATE	Thursday	Deliverables Due
		1/18	Introduction Objectives & content Assignments Schedule Basic Elements of Organizational Behavior <b>Globalization and The Extended Enterprise Module 1</b> <b>“Organizational Behavior “ Chapter</b>	
1/23	Organizational Culture The analysis of organizational accidents: Project 1 overview  <b>Structure and Design of Organizational Module 2</b> <b>“Organizational Behavior “ Chapter 13</b> <b>Pages 427-445</b>	1/25	Read “An Organizational Behavior Moment” “How Effective is Hillwood Medical Center Organizational Behavior Page 459 consider the Discussion questions.	Hand in your answers to the discussion questions via canvas Group Activity
1/30	Elements of Organizational Structure Personality and Attitudes Assessment <b>Personality, Attitudes and Values Module 3</b> <b>“Organizational Behavior “ Chapter 13</b> <b>Pages 445-454</b>	2/1	Class Exercise 2 Building Your Human Capital Page 169 “Organizational Behavior”	Score your Assessment Individual
2/6	Organization as networks Introduction to Social Network Analysis Project #2 Overview: How Work Really Gets Done in Your Organization <b>Strategic Approach to Organizational Behavior and SNA Module 4</b> <b>“The Hidden Power of Social Networks” Chapters 1-6</b>	2/8	Class Exercise 3 In your groups discuss project requirements and possible organizations	Team exercise Send possible topics for Reasons accident project to: <a href="mailto:jmikruk@stevens.edu">jmikruk@stevens.edu</a> Group Activity
2/13	Group Behavior and Teamwork Nature of Groups and Teams Factors Affecting Team Effectiveness Collective Intelligence <b>Group Behavior &amp; Team Work Module 5</b> <b>“Organizational Behavior “ Chapter 11</b>	2/15	Class Exercise 4 Virtual versus Real Teams Organizational Behavior Page 386	Team exercise Page 386 Day 2“Organizational Behavior”. Submit through Canvas next class Group Activity
2/20	Managing the Communication Process Communication with Organizations Interpersonal Communication Barriers to Effective Communication <b>Managing the Communication Process Module 6</b> <b>“Organizational Behavior “ Chapter 9</b>	2/22	Chapter 9 Communication Back to the Knowledge Objectives Questions 1-5 Organizational Behavior Page 312	



<b>2/27</b>	Leadership and Power The Nature of Leadership An overview of Leadership Theories Transactional and Transformational Leadership Power <b>Leadership and Power Module 7</b> <b>“Organizational Behavior “ Chapter 12</b>	<b>2/29</b>	Class Exercise 5 Are you a Transformational Leader? Page 277 “Organizational Behavior”	Complete your assessment turn in your scoring Post to Canvas by next class Individual
<b>3/5</b>	Decision Making Fundamentals of Decision Making Individual Decision Making Group Decision Making <b>Decision Making Module 8</b> <b>“Organizational Behavior “ Chapter 10</b>	<b>3/7</b>	Team presentations Defining an Organizational Accident	
<b>3/11</b>	<b>SPRING BREAK</b>	<b>3/15</b>	SPRING BREAK	
<b>3/19</b>	Organizational Diversity Understanding the forces driving a more diverse workforce and the need for diversity in management <b>Organizational Diversity Module 9</b> <b>“Organizational Behavior “ Chapter 2</b>	<b>3/21</b>	Team presentations Defining an Organizational Accident	
<b>3/26</b>	Learning and Perception Basic principles described by operant conditioning and social cognitive theory <b>Learning and Perceptions Module 10</b> <b>“Organizational Behavior “ Chapter 4</b>	<b>3/28</b>	Team presentations Defining an Organizational Accident	
<b>4/2</b>	Discuss causes of conflict Describe basic negotiations and effective strategies <b>Conflict and Politics Module 11</b> <b>“Organizational Behavior “ Chapter 12</b>	<b>4/4</b>	Class Exercise 6 The making of the Brooklyn Blue Birds Page 420 “Organizational Behavior”	In your teams after reading discuss 3 questions and post comments in canvas by next class Group Activity
<b>4/18</b>	Work Motivation Motivation (Content & process) Motivation theories and management <b>Work Motivation Module 12</b> <b>“Organizational Behavior “ Chapter 6</b>	<b>4/20</b>	Class Exercise 7 Organizational Behavior Discussion on Chapter 6 of “Organizational Behavior” Page 211 The Motivation of a Rhodes scholar	Read over assignment and Discuss with in your group Group Activity
<b>4/9</b>	Describe three major internal pressures for change. Identify and explain six major external pressures for change. <b>Organizational Change and Development Module 13</b> <b>“Organizational Behavior” Chapter 14</b>	<b>4/11</b>	Class Exercise 8 Assessment of Low Tolerance for Change “Organizational Behavior” Page 494	Complete your assessment turn in your scoring Post to Canvas by next class Individual
<b>4/16</b>	Project 2 How Work Really Gets Done in Your Organization. <b>DUE</b>			

