BUS 120a
Organizational Behavior in Business
Fall 2015

Time: Tuesday & Friday, 11:00 pm – 12:20 pm
Place: Lemberg 54

Professor Detlev Suderow
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Office Hours:
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"For one thing, there is an essential human factor in every business endeavor. It doesn't matter if you have a perfect product, production plan and marketing pitch, you'll still need the right people to lead and implement those plans. That is a lesson you learn quickly in business, and I've been reminded of it every step of my career, first at Microsoft and now at the foundation".
(Bill Gates, WSJ, July 12, 2014)

Although skills in finance, marketing, operations and strategy are crucial for organizational success, the ability to manage an organization, its functional groups, and the individual employees is equally important. In your career, you will need to depend on people to accomplish tasks, goals, and projects. You will need to work *for* other people, work *with* other people, and eventually *direct* other people. An understanding of the human side of management, sometimes called "soft skills", is an essential complement to the technical skills you are learning in other courses in the business curriculum. This holds true in business, the not-for-profit sector, as well as in any international NGOs.

This course is an introduction to the basic concepts and topics of organizational behavior (OB). The course will focus on OB at three levels: individual, interpersonal, and collective. The individual level covers decision making, motivation, and personality; the interpersonal level addresses power, influence, and conflict management; and finally, at the organization level, we will discuss group behavior, leadership and managing change.

BUS 120a Learning Goals:

This course will address the critical role that "people dynamics" and "soft skills" play in business and career success. Students will acquire the core body of knowledge necessary to understand organizational processes and structures and the individual's role in these systems.

The goals are to achieve:

1. Increased awareness of one's own and other's behavior patterns and their implications for effective individual and group performance in organizations.

2. An awareness and understanding of systems-thinking. The course will use behavioral science to study systems analysis, systems improvements, systems planning, and the role of individual self within these systems.

3. Improvement in "emotional intelligence". This course will help students learn about their own emotions, the emotions of others, and the role that emotions play in organizational behavior. This course will teach how "hard skills" (such as accounting and finance) enable students to get their first job but afterwards "soft skills (such as communications, interpersonal behavior, and group behavior) are critical to enabling students to advance their careers.

4. Communications skills through improvements in professional presentation, writing and complex problem-solving skills through "real world" simulation and case analyses.

The course will combine conceptual knowledge; organizational analysis though case studies; real world examples through a guest speaker; and the sharing of extensive real world examples from the instructor's career as a organizational behavior specialist in large and small business and not-for-profit organizations for the past thirty years.

COURSE REQUIREMENTS

Required Reading;

1. Textbook: *Robbins and Judge: Organizational Behavior. Prentice Hall. 16th Edition.*

2. A custom collection of Harvard Business Review (HBR) articles.

HBR Articles:
> *Daniel Goleman,* "What Makes Leaders?" (Emotional Intelligence)*; Manfred Kets de Fries,* "Putting Leaders on the Couch"; *Peter Drucker* **"**Managing Oneself"*; John Gadara and John P. Kotter* "Managing Your Boss"; *Herminia Ibarra* "Gender Difference in Managerial Behavior: The ongoing Debate"; Stanford University" Southwest Airlines (B):"Using Human Resources for Competitive Advantage"; *Boris Groysberg; Tal Riesenfeld; Eliot ShermanI* "Israeli Special Forces: Selection Strategy"

- Harvard Business School (HBS) articles will be available on-line at this link:

https://cb.hbsp.harvard.edu/cbmp/access/38163163

Prerequisites: BUS 10a. Soc 1a **or** Psyc 1a strongly recommended

Academic Honesty

Academic honesty: You are expected to be honest in all of your academic work. Please consult Brandeis University ***Rights and Responsibilities*** for all policies and procedures related to academic integrity. Students may be required to submit work to TurnItIn.com software to verify originality. Allegations of alleged academic dishonesty will be forwarded to the Director of Academic Integrity. Sanctions for academic dishonesty can include failing grades and/or suspension from the university. Citation and research assistance can be found at LTS - Library guides

Disabilities

If you are a student with a documented disability on record at Brandeis and wish to have a reasonable accommodation made for you in this class, please see me immediately. Please keep in mind that reasonable accommodations are not provided retroactively.

Grading

Students will be graded on their class participation, presentations, and written assignments. All written assignments are to be done individually and in approved teams. (No late submissions will be accepted.)

Class Participation:	**25%**
Mid-Course Written Team Case Analysis:	**25%**
Mid-Term Team Experience Write-up:	**10%**
Organizational Analysis Report:	**40%**

Attendance and Participation

Class attendance is required. Failure to attend classes will result in a reduction in the final grade. There will be book chapters and/or HBR articles assigned for each class and every student is expected to come prepared to discuss them in detail**. Students are expected to place name cards at their seats at every session.** The expectations for class participation will be discussed in some detail at the first meeting of the course.

BUS 120a: Organizational Behavior in Business **will be graded using the behavioral and production requirements of a workplace**. The class will use evaluation criteria commonly applied in the workplace which you will likely encounter early in your career. You will learn what it takes to be successful in the workplace.

What does this mean? While this will be explained in greater detail in the first meeting of the course, in general the following principles will apply:
- In the private sector, performance evaluations generally consider two primary points of performance: **Production and Participation.**

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- You will be given specific tasks or projects to complete (***production***)**.** You will have to figure out how to complete a product that clearly meets or exceeds the expectations of your manager, and in academia, your instructor.
- You will be evaluated on your performance within the work team (***participation***). It is your job to figure out how to work in a team with a collaborative attitude and be seen as a valuable co-worker.
- You need to learn that doing a good job is never enough. You need to also understand that your boss must be aware that you are doing the job and also making a contribution.
- Success in this four- credit course is based on the expectation that students will spend a minimum of 9 hours of study time per week in preparation for class (readings, papers, discussion sections, group work, preparation for exams, research, etc.).

Grading Criteria:

1. Class Participation = 25% of the Final Grade. This includes attendance, active participation in discussions and *constructive interaction* with your classmates. This is largely a "soft" measure.

2. Mid-Course Team Case Report = 25% of the Final Grade. The class will be divided into teams that will meet to discuss the assignment, and prepare a team-based PowerPoint presentation. The assignment will be made on short notice. This exercise will mirror a common business practice of putting together *ad-hoc* teams on short notice. These *ad-hoc* teams are chartered to solve a current business problem and report back quickly to Managment. The case will be an HBS case or "ripped from the headlines" (a current event issue). Further clarification of this assignment will be discussed in class.

3. Mid-Term Team Experience Write-up = 10% of the Final Grade. A written two page report detailing your analysis of your team experience in developing their presentations and your personal experience in being part of the team. This written report should be summarized in a two-page *memo format* as an executive briefing. Further clarification of this assignment will be discussed in class.

 4. Organizational Analysis Report = 40% of the Final Grade (Due in the last class).   Each student will submit an **Organizational Analysis** report on a select organization (to be selected with the permission of the instructor). Students are expected to read a major study/book of a well-known contemporary or historical organization or industry. Select a topic for which you have passion and whose organizational issues intrigue you. You may also consider controversial political or social organization. Examples include:

- *Finance:* McDonald: The Colossal Failure of Common Sense. The Lehman Brothers' story.

- *M&A*: Burrough & Helyar: Barbarians at the Gate. The Fall of RJR Nabisco.

- *Technology*: Walter Isaacson: Steve Jobs.

- *Education*: Pat Conroy. <u>The Water is Wide.</u> The story of teaching in a remote island off the coast of South Carolina.

- *Start-Up*: Ken Auletta: <u>Googled</u>. The End of the World As We Know it.

4.1. Students should analyze their selected organization's workplace dynamics and style, define the work culture, organizational design, successes and failures, and share "learnings" with the reader. The report needs to specifically address several important OB paradigms including 1. Power, influence, and organizational politics; 2. Leadership and Management; 3. Work motivation; and 4. Diversity and cross-cultural management.

4.2. Students are expected to submit a *college-caliber 10-15 pages* written report with complete bibliographic citations from references from the HBS Articles used in the course *and other reference material*, and include the following:
   ❖ A detailed description of the organization, the mission and business model of the organization, and their history and their players;
   ❖ Clear uses of OB concepts in understanding the organizational culture;
   ❖ Examples and explanations of organizational failures and successes;
   ❖ Your evaluation of lessons you learned that will help you in your own career.

4.3. The organizational analysis is <u>not a book report</u>. It is important for all students to understand what is expected of this report and details will be discussed in class.

BUS 120a Course Schedule

<u>Chapter Assignments in Textbook</u>: *Robbins and Judge: Organizational Behavior. Prentice Hall, 16th Edition (used in current chapter outline) or 15th Edition*

Class Meeting Date	OB Topic	Readings and Assignments
Fri. 8/28	The OB Business Plan and the Art and Science of OB	Syllabus (OB Exercise in class) • Gladwell Article
Tues. 9/1	What is OB and OD and the Role of Human Capital	Chapter 1 - • OB vs. OD
Fri. 9/4	Diversity in the Workplace	<u>Chapter 2</u> *HBR's Herminia Ibarra* "Gender differences in Management Behavior. The Ongoing Debate" and • Globalization
Tues. 9/8	Attitude and Aptitude	<u>Chapter 3</u> • Culture and cognition

Fri. 9/11	The Role of Personality – Emotions and Moods	Chapter 4 (*Johari Window* in class) • Kindergarten
Fri. 9/18	Emotional Intelligence	*HBR's Daniel Goleman,* "What Makes Leaders?"
Tues. 9/22	Personality and Values	Chapter 5 • Generations
Fri. 9/25	Perception and Self	Chapter 6 Creativity and Bias • MBTI and Learning Style Inventory
Fri. 10/2	Motivation – The Theory	Chapter 7 • Theory X and Theory Y; *Maslow's* Theory at Work
Tues. 10/6	Motivation –The Application. "what do I want to do when I grow up" and "why"	Chapter 8 • HRD
Fri. 10/9	The Theory of Group Behavior	Chapter 9
Tues. 10/13	Work Teams: "Group Dynamics 101"	Chapter 10 • Form – Storm – Norm HBR: Israeli Special Forces: Selection Strategy
Fri. 10/16	*Mid - Term Team Project Organizing and Prep*	Topic Assignment and Organizing exercise
Tues. 10/20	Team Project Presentations I	Team Presentations: (5 teams of 8 students for 25 minutes each.) 3 Presentations
Fri. 10/23	Team Project Presentations II	Team Presentations: (5 teams of 8 students for 25 minutes each.) 2 Presentations

Tues. 10/27	Communications and Presentation: Theory and Practice	Chapter 11
Fri. 10/30	What is Leadership?	Chapter 12, and *HBR* Henry Mintzberg, "Manager Job Folklore and Fact." (The Power of Vision: Discovering The Future Series: "The Power of Vision," by Joel Barker.)
Fri. 11/6	Organizational Power, Politics, and Management	Chapter 13 and HBR's Manfred Kets de Fries "Putting Managers on the Couch"
Fri. 11/6 (TBD)	Guest Speaker – "In the Real world………"	Power and Politics in a Company –
Tues. 11/10	Conflict and Negotiations	Chapter 14 and HBR's John Gadara and John P. Kotter "Managing Your Boss"
Fri. 11/13	Organizational Survival 101	HBR's Peter Drucker "Managing Oneself" And Group Exercise
Tues. 11/17	Organizational Design - HPWS	Chapter 15 and Professor handouts
Fri. 11/20	Organizational Culture	Chapter 16 – Southwest Airlines. DEC and Ed Schein
Tues. 12/1	SHRM – The Essentials of Human Resource Management	Chapter 17 • Essentials of MGHC
Fri. 12/4	Change Management and FLIR case	Chapter 18 and IBS case FLIR Systems Inc. - From Near Death to Market Leadership"
Tues. 12/8	"What I did not learn and what I still want to know"	Student discussion and Closure