



## **POSITIVELY LEADING PEOPLE AND ORGANIZATIONS**

### **MO 302 (001, 311, 002, 312) – Fall Term, 2023**

Professor L. Sandelands

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### **Course Description**

Business administration is the art of engaging people in commercial enterprises. This first core course in Management and Organizations is about the human elements of business—about who people are, what they want, about how they use their time, talent, and energy for business ends, and about how they can work companionably for a greater good.

We explore a range of ideas about people groups, and organizations—ideas that should help you develop and apply insights about people in business. The course will help you plan a career, manage relationships with other people, groups, and organizations, make complex decisions, design and change organizations, and generally make sense of today's — and tomorrow's — world. I hope the course will help you make a better life for yourself and make effective contributions to organizations that you join.

We will work together to accomplish these objectives. For the coming semester the course will be taught with both a synchronous in-person element and an asynchronous on-line element. The course consists of 14 weekly modules. Each module consists of an asynchronous lecture that I will post to our Canvas website on Friday of the week prior to each module and then a synchronous in person class session consisting of lecture discussions, case analyses, and learning exercises. To enhance our opportunities to see and learn from one another, I've divided our class in half to form more intimate groups; one to convene in-person on Tuesday mornings at our scheduled class time (we'll call this the Maize Group); the other to convene in-person on Thursday mornings at our scheduled class time (we'll call this the Blue Group). I expect you to attend the class sessions of the group to which you are assigned.

### **Course Background**

This course is based upon an academic perspective that originated at the Ross School of Business and that has blossomed into a global field of study called Positive Organizational Scholarship. Scholars in this field examine people, groups, and organizations when they are operating at their very best. Their findings indicate how to move systems from normal to extraordinary functioning with extraordinary results. To learn more about this orientation, visit the website for the Center for Positive Organizations at <http://www.centerforpos.org>

### **Reading Materials**

There is no text book for this course. All assigned materials are either included in a course packet or are posted on the Canvas Website at: <https://canvas.umich.edu/gateway/> I will distribute occasional handouts before class meetings to promote our discussions. Course materials may be ordered on the Canvas Website.

## Course Requirements

Your performance in the course will be graded along the following lines:

<u>Assignment</u>	<u>Percentage</u>	<u>Due Date</u>
Class participation/Case write-ups	25%	various, TBA
Four scheduled in-class quizzes	65%	see syllabus
Personal Reflection: "On Being Human"	10%	12/10, 11:59 p.m.

Ross School policy requires that core courses maintain a median grade of B+. Thus, your final grade will depend on the distribution of grades in the class (i.e., final grades will be curved).

### Class Participation

It is important that you attend and prepare for every in-person class session. You are expected to watch the recorded lecture for each course module **before** the class session for that module (which I will post no later than the Friday of the week before). In addition, you are expected to read the assigned materials for each course module before the class session for that module. If you will be absent from a class session, please email me before that session. On occasion, I may take attendance.

Our class sessions give us a chance to explore course ideas together. These sessions will be as good as we together make them. Effective class sessions raise good questions, integrate material from the course, and draw on real-world experiences and observations. **High-quality participation involves knowing when to speak and when to listen or allow others to speak.**

Odd to say, given its partially online format, our course is otherwise "unplugged." Please put away phones, PDAs, or other electronic devices during our class sessions. We want to be as "present" to one another as we can be.

### Case Write-ups

To help you prepare for our class discussions of three cases in the course—Atchison Corporation (A), Carter Racing (A), and Southwest Airlines—I will ask you to answer in writing certain questions about these cases. You are to post your written answers to our Canvas website by the end of the day on the **Monday** of the week that we discuss these cases in class. These case write-ups are designed to stimulate and guide your thinking about business and to help you feel more comfortable participating in class. Each case write-ups counts for 8 points toward your final grade.

### Personal Reflection: On Being Human

Our course begins with an essay by Thomas Merton on being human, entitled "Learning to Live." In no more than five double-spaced pages, please share your thoughts on how our course has shaped your thinking about being human in business (and everywhere else!). What lessons do you want to hold onto? What lessons do you want to let go of? And, most importantly, what more do you want to learn as you live your life going forward?

I am hoping that this assignment will be an opportunity for you to collect and sift through your thoughts about the most important ideas of the course. As the assignment is so very personal, and as I want you to put it to your own purposes, I will not grade it but will only check that you have taken it up in good faith.

## Health and Safety - COVID-19

Your safety and wellbeing while at Ross is our School and University's first priority. It is also each of our responsibility to engage and behave consistently to protect the safety and wellness of everyone in our community. It is crucial that everyone abide by the public health guidance and policy of our University and our School. You may find the University's return to campus plan here ([Maize and BluePrint](#)), including specific [guidance for students](#). As with all UM activities on campus, there may remain certain physical distancing and face-covering requirements. As a member of the University of Michigan and Ross Communities you have a [shared responsibility](#) [this links to the UM dean of students page on the topic]. This includes not coming to class if you feel ill or have a known exposure to someone who may have COVID-19.

### Wellness and Mental Health

As a member of our community, you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling-down, difficulty concentrating and/or lack of motivation. Such mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The University of Michigan is committed to advancing the mental health and wellbeing of its students. If you or someone you know is feeling overwhelmed, depressed, and/or in need of support, services are available. You can learn more about the broad range of confidential mental health services available on campus [here](#), including our campus' office of [Counselling and Psychological Services](#) ("CAPS"). You may also find helpful the [well-being resources for students](#) offered through the University's office of student life.

The Ross School of Business has a CAPS Embedded Counselor available to its students. Embedded Counselors are located in school/college buildings and services are tailored to the school's climate. For more information, please visit the [Caps Embedded Model](#) site. [caps.umich.edu/caps-embedded-model](https://caps.umich.edu/caps-embedded-model). To schedule, please email [Julie Kaplan](#), LMSW. Also, the services offered by CAPS have been adapted to the unique needs of our community during COVID. You can schedule a tele-health appointment remotely from their home page. You may also find helpful their resources directly addressing mental health and wellness during COVID [here](#). If you have an urgent matter when CAPS is closed, please call 734-764-8312 to connect with [CAPS After Hours](#).

### Academic Integrity and Community Values

*This discussion of academic honesty and conduct is not exhaustive, and there may be areas that remain unclear to you. If you are unsure whether some particular course of action is proper, it is your responsibility to consult with the faculty immediately for clarification.*

Personal integrity and professionalism are fundamental values of the Ross School community. You have a duty to be familiar and understand the Ross School's Statement of Community Values, the Ross School Academic Honor Code, and the Ross School Code of Student conduct. Each of these, including a Statement of Student Rights and Responsibilities, may be found in the Ross School Impact on [Ross Community Values](#). In addition every student at the University of Michigan accepts the rights and responsibilities of membership in the University's academic and social community. These rights and responsibilities are clearly laid out in [The Statement](#). By enrolling in this course you confirm that you have read and understood these statements and policies, and further that you agree to abide by them. The Ross Community Values site contains valuable information and links on writing and how to check to make sure you have not plagiarized the work of others. Claimed ignorance of these codes and policies will be viewed as invalid should a violation take place. In all cases if you have questions please address them with the professor as far **in advance** as possible.

Any violation of the Ross School Academic Honor Code such as plagiarism, otherwise passing off anyone else's work as your own, unauthorized collaboration, use of materials generated for use during past offerings of this course, or any form of cheating will be referred to the Community Values Committee. Possible penalties

include course failure with a permanent notation of an honor policy violation on your transcript and even expulsion. As a community we are all still adapting and learning how this applies to hybrid and remote learning environments, but the same principles of academic integrity apply.

#### Policy Related to the Use of Class Materials

All materials generated for the course including slides, handouts, review materials and assignments, or any other materials prepared by you or the professor for this course, are intended for use by current students in this class only, unless you have the permission of your instructor. You are not permitted to use materials related to the class that were generated by the professor or students in previous versions of this course. A violation of this policy may be a violation of the Ross Community Values Code and may result in disciplinary action.

## Testing Accommodations

The University of Michigan is committed to providing equal opportunity for participation in all programs, services and activities. Students wishing to receive testing accommodations must register with the University of Michigan [Services for Students with Disabilities \(SSD\)](#) office as soon as possible. Students must then submit their Verified Individualized Services and Accommodations (VISA) form online as early as possible, **but no later than two weeks prior to the first test or quiz for which accommodations are requested**. Accommodations arrangements are not guaranteed for students who submit their VISA form with less than two weeks' notice.

Requests must be sent using the [Ross Accommodations Request Form](#) and must include a scanned or photographed copy of the VISA form. This form only needs to be submitted once during your academic career with Ross unless your accommodations eligibility expires.

In rare cases, the need for an accommodation arises after the two week deadline has passed (example: a broken wrist). In these cases, students should still contact SSD and the Ross Accommodations Coordinator. However, due to logistical constraints, we cannot guarantee that an accommodation can be made after the two week deadline has passed.

Questions can be directed to the Ross Accommodations Coordinator at

[RossAccommodationsCoordinator@umich.edu](mailto:RossAccommodationsCoordinator@umich.edu).

# Course Outline of Modules and Assignments

## UNDERSTANDING PERSONS

Module 1: 8/29, 8/31	Lecture: Class Session:	<b>Ways of Seeing People and Organizations</b> (posted on or before 8/24) Discussion of lecture, Kim Cunningham Case (distributed in class)
Module 2: 9/5, 9/7	Lecture: Class Session: Readings:	<b>Why Work?</b> (posted on or before 8/31) Discussion of lecture and readings Zander & Zander: "The Art of Possibility" Merton: "Learning to Live"
Module 3: 9/12, 9/14	Lecture: Class Session: Readings:	<b>Who am I?</b> (posted on or before 9/7) Discussion of lecture and readings; <b>QUIZ #1</b> Keirsey: "The Keirsey temperament sorter II" Gladwell: "Personality plus" Percy: "Lost in the Cosmos" excerpts (Canvas)
Module 4: 9/19, 9/21	Lecture: Class Session: Readings:	<b>The One Who Seeks</b> (posted on or before 9/14) Negotiation exercise <a href="http://en.wikipedia.org/wiki/Homo_economicus">http://en.wikipedia.org/wiki/Homo_economicus</a> (also Canvas) Bazerman: "Introduction to managerial decision making" Fisher & Ury: "Introduction"
Module 5: 9/26, 9/28	Lecture: Class Session: Readings:	<b>The Almighty Dollar?</b> (posted on or before 9/21) Case discussion: "The Atchison Corporation" Kerr: "On the folly of rewarding A, while hoping for B" Hauser Food Products Case: The Atchison Corporation (A)
Module 6 10/3, 10/5	Lecture: Class Session: Video: Reading:	<b>"Man for Work" or "Work for Man"?</b> (posted on or before 9/28) Case discussion: "Strike in Space" (in course pack) <a href="https://www.nytimes.com/2021/11/02/opinion/work-jobs-for-all.html">https://www.nytimes.com/2021/11/02/opinion/work-jobs-for-all.html</a> Hackman & Oldham: "Motivation through the design of work" Case: Strike in Space
Module 7 10/10, 10/12	Lecture: Class Session: Reading:	<b>Being in Relation</b> (posted on or before 10/5) Discussion of lecture and readings; <b>QUIZ #2</b> Baker: "Managing up, down, and sideways" (Canvas) Scruton: "Hiding behind the screen" (Canvas) Turkle: "The flight from conversation" (Canvas)
FALL BREAK		
Module 8 FALL BREAK	Lecture: Reading:	<b>The Banality of Evil</b> (posted on or before 10/12) Cialdini: "Harnessing the science of persuasion"
Module 9 10/24, 10/26	Lecture: Class Session: Readings:	<b>Moral Mazes in Business</b> (posted on or before 10/19) Case discussion: The Enron Corporation (video case in class) Jackall: "Moral mazes" George: "A Note on why leaders lose their way"

## UNDERSTANDING ORGANIZATIONS

Module 10 10/31, 11/2	Lecture: Class Session: Reading:	<b>The Elementary Forms of Social Life</b> (posted on or before 10/26) Case Discussion: Carter Racing Case C.S. Lewis “The Inner Ring” (Canvas) Carter Racing (A)
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Module 11: 11/7, 11/9	Lecture: Class Session: Reading:	<b>The Common Good</b> (posted on or before 11/2) Discussion of lecture, Stanford Video Case; <b>QUIZ #3</b> Gratton, Voigt & Erickson: “Bridging fault-lines in diverse teams” Tannen: “The power of talk: Who gets heard and why?”
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Module 12 11/14, 11/16	Lecture: Class Session: Reading:	<b>The Play of Business</b> (posted on or before 11/9) Case discussion: Southwest Airlines Nohria: “A note on organizational change” Schein: “Uncovering levels of culture” Case: Southwest Airlines’ Non-Stop Culture
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## THANKSGIVING

Module 13 11/28, 11/30	Lecture: Class Session: Readings:	<b>The Test of Beauty</b> (posted on or before 11/16) Case discussion: AES Honeycomb Hill: “Managing your team” Case: AES Honeycomb (A)
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## CONCLUSION

Module 14 12/5	Lecture: Class Session:	<b>Ways of Seeing Revisited: How to Live</b> (posted before 11/30) Discussion of lecture; <b>QUIZ #4</b>
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