

Managing People in Organizations Fall 2020

COURSE OUTLINE

Class Time: **M 7:00 – 9:45pm (Regina SK, UTC-6)**
Classroom: **Zoom live stream**
Instructor: Adrian H. Pitariu
Phone: (306) 337-8486
Email: adrian.pitariu@uregina.ca
Cell: 306-999-0304
Course website: <http://www.uregina.ca/urcourses>

Office Hours:

Feel free to make an appointment for a time that suits your schedule, or you can reach the professor by email (**PLEASE USE URCOURSES FOR E-MAIL!**) or telephone.

Special Needs:

If there is any student in this course who, because of a disability, may have a need for accommodations, please come and discuss this with the professor, as well as contacting the Coordinator of Special Needs Services at 585-4631.

Course Textbooks:

1. Harvard Business Publishing Casebook – link and instructions will be communicated
2. Links for a set of journal articles will be posted on URCourses

Course Objectives:

This course is concerned with developing knowledge and skill in intrapersonal, interpersonal, group, and organizational level processes in work settings. The course employs lectures, cases, and exercises to further the managerial effectiveness of class participants. The overarching goal of this course is to prepare students with a way of thinking that increases their ability to understand and implement decisions about people in an organizational context.

Course Topics:

- Motivation
- Turnover and Satisfaction
- Team Dynamics
- Leadership
- Performance Management
- Organizational Processes
- Culture

Course Format

The course will consist of the following components:

- *Assigned readings* - All students are expected to have read all assigned readings for each session.
- *Lectures* – designed to clarify and augment assigned readings.
- *In-class cases & discussions* – will provide students with the opportunity to explore and apply course content more directly and deeply.
- *Written Assignments* – three assignments will provide participants with opportunities to experience managerial/leadership situations and to get a deeper understanding of a topic of interest.

It is expected that students will attend all class sessions.

Evaluation

The weighting of the inputs for course grading is:

<i>Assignments</i>	<i>Worth</i>	<i>Due Date</i>
Individual case write-ups (2)	20%	TBD
Group assignment	25%	TBD
Final Exam	25%	TBD
Reflection Paper	10%	TBD
Participation	20%	
TOTAL:	100%	

The individual assignments are to be completed independently. Late assignments will be penalized at a rate of 4% for each hour of lateness. If you miss an assignment deadline due to a legitimate emergency and do not wish to be penalized, proper documentation will be required.

Students should consult the University Calendar for information on appeals, withdrawal dates, plagiarism, cheating, and academic and non-academic misconduct. Students are expected to abide by these regulations of the University of Regina.

Final Exam:

The final exam will be covering materials from readings and lectures for the entire semester. The format of the exam is essay and short answer questions.

The final exam grade must exceed passing grade level (i.e., 70%) for a student to pass the class.

Participation:

Full participation is expected from every student.

Excellent participation = Present at all class meetings. Always well prepared. Consistently contributes meaningfully and enthusiastically to group and class discussions. Actively listens to others and provides constructive comments.

Should a student miss more than 3 classes he/she will incur a 10% penalty on the final grade and likely may not be allowed to write the final exam. If a student misses half or more classes, then the student automatically fails the class.

Individual Case Write-up

Over the course of the semester there are two such individual assignments. Formatting requirements for these assignments are Times New Roman, 12 pt. font, 1" margins – **do not exceed 750 words in length!**

More information will be posted on URCourses.

Group Assignment

You will be assigned to a group by the instructor. Groups will be posted on URCourses.

Your group will be given the task to analyze a relevant management case and write a report with your solution to the case problem(s). **You will have 72 hours to read the case, think through and write the report and submit it.** For this assignment there will be peer evaluations and your individual grade will be adjusted based on these assessments.

Formatting requirements for this assignment are Times New Roman, 12 pt. font, 1" margins – **do not exceed 1000 words in length!**

This assignment will be worth 25% of your course grade. Of these 25%, 20% will be based on the instructor's evaluation of the paper and the remaining 5% will come from the peer evaluations.

More information will be posted on URCourses.

Reflection Paper

1 paper – 1,200 words, 3 references

A thoughtful reflection incorporating two major concepts studied in this class. Your reflection will need to address 2-3 takeaways as well as elements of anticipated obstacles and possible solutions related to applying these concepts in an organization (preferably at your own workplace – past or present). Papers will be graded based on depth of reflection, completeness, grammar & spelling, and formatting. Formatting requirements for this assignment are Times New Roman, 12 pt. font, 1" margins – **do not exceed 1200 words in length!**

This assignment will be worth 10% of the grade.

ACADEMIC INTEGRITY

- Plagiarism and not submitting your own work are serious academic offenses with grave consequences, ranging from a mark of zero to university expulsion.
- It is critical that the assignments that you submit for grading are the product of your own work, and not work you did with anyone else (except for group assignment!).

- References with page numbers are required for direct quotes.
- Paraphrasing is required for all ideas that are not your own, and you must provide a proper reference.
- All submissions will be checked for plagiarism with Turnitin.

Draft* CLASS SCHEDULE

	Topic	Comments
Foundations		
Aug 30	Intro & Course setup What is Organizational Behavior?	1. Porter, L. & Schneider, B. (2014). What Was, What Is, and What May Be in OP/OB. Annual Review of Organizational Psychology and Organizational Behavior, 1, pp. 1-21.
Sept 6	Labor Day – No class	
Sept 13	The Case for an Evidence-Based Approach in Management	1. Pfeffer & Sutton – Evidence Based Management
Sept 20	Job Performance & Job Attitudes	1. Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. Annual Review of Psychology, 63, 341-367. 2. Campbell, J. P., & Wiernik, B. M. (2015). The modeling and assessment of work performance. Annual Review of Organizational Psychology and Organizational Behavior, 2, 47-74.
Sept 27	Motivation	1. Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. Annual Review of Psychology, 56, 485-516. 2. Gerhart, B., & Fang, M. (2015). Pay, intrinsic motivation, extrinsic motivation, performance, and creativity in the workplace: Revisiting long-held beliefs. Annual Review of Organizational Psychology and Organizational Behavior, 2, 489-521.
Oct 4	Engagement, Work-Family Balance, & Stress	1. Bakker, A.B., Demerouti, E., & Sanz-Vergel, A.I. (2014). Burnout and work engagement: The JD–R approach. Annual Review of Organizational Psychology and Organizational Behavior. 1, 389–411
Oct 11	Thanksgiving – No class	
Leading People		
Oct 18	Leadership	<i>Case:</i> 1. Coach Knight: The Will to Win 2. Coach K: A Matter of the Heart

		<p><i>Readings</i></p> <p>3. Snook, S. (2008). Leadership Development. <i>Harvard Business Publishing</i></p>
Oct 25	Leadership (cont'd)	<p><i>Case:</i></p> <p>1. Trouble at Tessei</p> <p><i>Readings</i></p> <p>2. Snook (2008)</p>
Leading Teams		
Nov 1	Groups & Teams	<p><i>Case:</i></p> <p>1. The Army Crew Team</p> <p><i>Readings</i></p> <p>2. Polzer, J. T. (2003, February 26). Leading teams. <i>Harvard Business School</i></p> <p>3. Ilgen, D.R., Hollenbeck, J.R., Johnson, M., & Jundt, D. (2005). Teams in organizations: From Input-Process-Output models to IMO models. <i>Annual Review of Psychology</i>, 56, 2005.</p>
Nov 8	Reading Week – No class	
Nov 15	Group Dynamics	<p><i>Case:</i></p> <p>1. National Semiconductor's India Design Center</p> <p><i>Readings</i></p> <p>2. Polzer, J.T. (2003, February 26). Identity issues in teams. <i>Harvard Business School</i></p>
Nov 22	Team Decision Making	<p><i>Cases:</i></p> <p>1. Fire at Mann Gulch</p> <p>2. Storm King Mountain</p> <p><i>Readings</i></p> <p>3. Kozlowski, S.W.J., Mak, S., & Chao, G.T. (2016) Team-Centric Leadership: An Integrative Review. <i>Annual Review of Organizational Psychology and Organizational Behavior</i> 3:1, 21-54</p>
Leading Organizations		
Nov 29	Culture	<p><i>Case:</i></p> <p>1. WestJet: Building a High-Engagement Culture</p> <p><i>Readings:</i></p> <p>2. Christensen, C. M. (2006, August 2). What is an Organization's Culture? <i>Harvard Business School</i></p> <p>3. Schneider, B., Ehrhart, M.G., & Macey, W.H. (2013). Organizational climate and culture. <i>Annual Review of Psychology</i>, 64, 361-388.</p>

Dec 6	Leading Organizations Through Crises	<i>Case:</i> HBS Simulation <i>Readings:</i> 1. Gruber, D.A., Smerek, R.E., Thomas-Hunt, M. (). The Real-time Power of Twitter: Crisis Management and Leadership in an Age of Social Media. <i>Business Horizons</i>
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Note: This schedule is subject to revisions