MICHIGAN
ROSS SCHOOL OF BUSINESS

POSTIVELY LEADING PEOPLE AND ORGANIZATIONS
MO 302 – Winter Term 2015

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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 what people need and desire at work, 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 more effective contributions to organizations that you join.

We will work together to accomplish these objectives. Most topics will be introduced by means of a brief lecture or overview at the start of class, followed by participation in a class or group exercise, discussion, case analysis, simulation, role play, or film viewing.

Course Background

This course is founded upon an academic perspective that originated at the Ross School of Business. It has grown 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 can be founded posted on the C-Tools website at: https://ctools.umich.edu . I will distribute occasional handouts in class to elaborate key issues of concern. Course materials may be ordered on the C-Tools website.

Course Requirements

Your performance in the course will be assessed based on the following assignments:.

Assignment	Percentage	Due Date
Class Participation/Write-ups/Research Participation	10%	
Mid-Term Exam (in class)	30%	02/26
Group Project Report/Presentation	30%	04/09
Final Exam (during exam week)	30%	04/24

Ross School of Business policy requires that core course sections 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 prepare for and attend every class. You are expected to have read and thought about the assigned material (it will not always be reviewed in class) and you should be prepared to contribute to class discussions. If you will be absent, please email me before class.

Class discussions provide the opportunity to practice speaking and persuasive skills, as well as the ability to listen. Effective class comments may address questions raised by others, integrate material from this and other courses, draw on real-world experiences and observations, or pose new questions to the class. **High-quality participation involves knowing when to speak and when to listen or allow others to speak.** Comments that are vague, repetitive, unrelated to the current topic, disrespectful of others, or without sufficient foundation are discouraged and will be evaluated negatively.

This course is "unplugged." Please turn off and put away all computers, PDAs, phones, pagers, or other electronic devices during class meetings. If you need to use a computer because of a language or disability issue, you need to secure the instructor's permission at the beginning of the semester. Misusing an electronic device (e.g., surfing the Internet or messaging a classmate) will adversely affect your grade.

Case Write-ups

To help you prepare for class and to facilitate rich class discussions you will occasionally be asked to turn in written answers to preparation questions given to you in advance. These write-ups are to help you develop your analytic skills and feel more comfortable participating in class. Write-ups count for 6 points (out of 10) of your class participation grade.

Group Project

Early in the semester, you will be assigned to a group of 6 or 7 persons. Your group will have a choice of two projects. As a group, you need to choose **one** of the following options for your group project:

Option A. Organizational Diagnosis: Fieldwork

Your group will access and study a local organization (either a small firm or non-profit, or a department/subunit of a larger organization) and conduct a fieldwork project investigating a positive practice of this organization that connects with themes in the course such as the organization's culture, the structure and functioning of groups within the organization, its reward systems, or its relation to its local or national environment. In your analysis please take an "appreciative" approach with the aim of identifying positive lessons about how to lead people in organizations.

Your group will gather first-person data from people in various positions in the organization (from executives to regular employees) as well as other stakeholders (e.g., existing or potential customers, suppliers, competitors, etc...). You will need to visit the organization on-site, attend meetings and/or corporate events (if feasible). Additionally, you'll need to obtain and study archival materials that describe the organization and the organizational phenomena that are the focus of your project. These materials might come from the organization as well as other outside sources (e.g., the press, analysts, consultants, etc...).

Key Project Components

1. Description/overview of the company and the dimension on which you are focusing
2. Description of your inquiry (data collection procedures)
3. Findings (from research); analysis of organizational phenomenon under consideration
4. Key takeaways. What positive lessons can we learn from this organization about leading people in organizations?

Your "deliverable" for this project has two components:

1) 10-page report (12-point Times-Roman font, double spaced, 1-inch margins on all sides)
2) In-class presentation.

Both components will be evaluated on their quality of analysis, appropriate use of course concepts, logic and substantiation of conclusions, and clarity and interest of presentation.

Option B. *Issue Analysis: Archival and limited field work (if possible)*

Your group will choose a positive business practice connected to the themes in the course and of importance to multiple organizations; this practice may be inspired by something in the headlines of the business press or something in your own experience. You will need to examine the nature of this practice and analyze in detail how 2-3 organizations have enacted it. Your choice of organizations to compare will be crucial to the insights you come to and to the overall success of your project. In your analysis please take an "appreciative" approach with the aim of identifying positive lessons about how best to lead people in organizations.

Key Project Components

1. Description/overview of the issue under investigation
2. Description of your inquiry and "mini" case studies of benchmarked companies
3. Findings (from research); analysis of differences across companies studied in the approach to and/or experience of the issue.
4. Key takeaways. What positive lessons can we learn from your study about leading people in organizations?

Your "deliverable" for this project has two components:

1) 10-page report (12-point Times-Roman font, double spaced, 1-inch margins on all sides)
2) In-class presentation.

Both components will be evaluated on their quality of analysis, appropriate use of course concepts, logic and substantiation of conclusions, and clarity and interest of presentation.

Research participation

Much of what you learn in MO 302 and what informs managers on "best practices" stems from the findings of research relevant to organizations. In fact, the growing movement toward *evidence-based management* (http://www.evidence-basedmanagement.com/) stresses the importance of making decisions based on

research. To expose you to the research process, you will be required to participate in two research studies. The first research study involves you recruiting a full-time employed friend or family member to fill out an online survey about his/her workplace, and to have one of his/her coworkers and his/her supervisor complete a short online survey as well. It would be useful to start thinking now about who you could ask. The second research study will take no more than one hour to complete. You will be asked to read and respond to several workplace-related issues and the study will take place in the Ross Behavioral Lab (located in E2438). More information about both research studies will be provided early in the semester. In the latter part of the semester you will be provided with some more information about what we learned from your participation in the studies. Thank you for doing your part to help inform the field of management! Research participation counts for 2 points (out of 10) of your class participation grade.

Academic Honor Code

Personal integrity and professionalism are fundamental values of the Ross School community.
To help ensure that these values are upheld and to maintain equitability in the evaluation of your work, this course will be conducted in strict conformity with the Academic Honor Code. The code and related procedures can be found at the website below. The site also contains comprehensive information on how to ensure that you have not plagiarized the work of others. Any content in an assignment you submit that is based on the work of others must be properly cited. This includes any information found on the Internet. In addition, the use of any materials prepared by students who have previously taken the course will constitute an honor code violation.

http://www.bus.umich.edu/Academics/Resources/communityvalues.htm

Course Outline and Daily Class Assignments

INTRODUCTION

01/08/15   **Ways of Seeing Persons and Organizations**
                  Reading: No Reading

UNDERSTANDING PERSONS

01/13/15   **Why Work?**
                  Reading: Zander & Zander: "The Art of Possibility"
                                    Merton: "Learning to Live"

01/15/15   **What is a Person?**
                  Reading: Keirsey: "The Keirsey temperament sorter II"
                                    Gladwell: "Personality plus"
                                    Percy: "Lost in the Cosmos" excerpts (C-tools)

01/20/15   **To Know and to Love**
                  Reading: http://en.wikipedia.org/wiki/Homo_economicus (also C-tools)
                                    Bazerman: "Introduction to managerial decision making"

01/22/15   **The Almighty Dollar?**
                  Reading: Kerr: "On the folly of rewarding A, while hoping for B"
                                    Case: Hausser Food Products (HBS)

01/27/15   **Man for Work or Work for Man?**
                  Reading: Hackman & Oldham: "Motivation through the design of work"
                                    Case: Strike in Space (HBS)

01/29/15   **Being in Relation 1: Solidarity**
                  Reading: Baker: "Managing up, down, and sideways" (C-tools)
                                    Scruton: "Hiding behind the screen" (C-tools)
                                    Turkle: "The flight from conversation" (C-tools)

02/03/15   **Being in Relation 2: High Quality Connections** (special guest lecture, Jane Dutton)
                  Reading: Dutton: "Build High-Quality Connections" (C-tools)

02/05/15   **Being in Relation 3: Justice**
                  Reading: Bazerman: "Why negotiations go wrong"
                                    Fisher & Ury: "Getting to yes" (C-tools)

02/10/15   **Being in Relation 4: Leadership**
                  Reading: Mintzberg: "The manager's job: Folklore and Fact"
                                    Collins: "Level 5 leadership"
                                    Nervewire, Inc.

02/12/15   **Being in Organizations**
                  Reading: Rousseau: "The psychological contract: Violations and modifications"
                                    O'Reilly: "Corporations, culture, and commitment …"
                                    Case: Atchison Corporation (A) (HBS)

| 02/17/15 | **"The Banality of Evil"** | |
| | Reading: | Cialdini: "Harnessing the Science of Persuasion" |

02/19/15	**To Whom or What do We Bow?**	
	Reading:	George: "Note on why leaders lose their way"
		Gladwell: "The Talent myth"

| 02/24/15 | **Moral Mazes** | |
| | Reading: | Jackall: "Moral mazes" |

| 02/26/15 | **MID-TERM EXAM** (in class) | |

----- WINTER BREAK -----

UNDERSTANDING ORGANIZATIONS

| 03/10/15 | **Beyond Individuals** | |
| | Reading: | No reading! |

| 03/12/15 | **The Life of the Group** | |
| | Reading: | Hill: "A note for analyzing work groups |

03/17/15	**A Common Good?**	
	Reading:	Tannen: "The power of talk: Who gets heard and why?"
		Gratton, Voigt & Erickson: "Bridging faultlines in diverse teams"
		Scruton: "The decline of laughter" (C-tools)

03/19/15	**Fragile and Precious**	
	Reading:	Mulvey et al.: "When teammates raise a white flag"
		Case: Carter Racing (A)

| 03/24/15 | **A Beautiful Thing** | |
| | Reading: | Hill: "Managing your team" |

03/26/15	**In it Together**	
	Reading:	Schein: "Uncovering the levels of culture"
		Case: Southwest Airlines (Stanford)

| 03/31/15 | **The Play of Organizations** | |
| | Reading: | Nohria: "Note on organizational structure" |

04/02/15	**The Play of Change**	
	Reading:	Kotter & Schlesinger: "Choosing strategies for change"
		Case: AES Honeycomb (A)

04/07/15	**Who Does Business Serve?**	
	Reading:	Friedman: "The social responsibility of business …" (C-Tools)
	You Tube:	http://www.youtube.com/watch?v=zA1ioym5OYA&feature=player_embedded
	Case:	Merck & Co. (A)

CONCLUSION

04/09/15	**Group project presentations**	
04/14/15	**Group project presentations**	
04/16/14	**Group project presentations**	
04/21/15	**Course Overview / Ways of Seeing Revisited**	
	Reading:	No reading!
04/24/15	**FINAL EXAM**	10:30 am – 12:30 pm