INSTRUCTOR: Dr. Mike Crant  
OFFICE: 378 Mendoza  
OFFICE HOURS: M, W 5:00 – 6:00 and by appointment.  
PHONE: 631-6765  
E-MAIL: jcrant@nd.edu

COURSE OVERVIEW

This course is designed to provide you with an understanding of how and why individuals and organizations do what they do. While being technically proficient in areas such as accounting and finance is a necessary prerequisite for success, it is also important to understand the human side of business and management. In this course, we will focus on applying theories of human behavior to solve day-to-day problems of organizational administration. Management and leadership are complementary, but equally important, elements of getting things done through people. The primary topics explored in this course are individual differences at work, job attitudes, managing teams, managing job performance, managing globally, becoming a more effective leader, managing with power and influence, and managing the change process.

REQUIRED READINGS

This course does not use a textbook. A coursepack containing all readings for this course is available through Harvard Publishing. The direct link you can use to purchase the materials is https://cb.hbsp.harvard.edu/cbmp/access/26374072. You can download digital files and print them if you wish, or purchase a bound printed copy of the materials. Many of the materials in the coursepack are Harvard Business Review articles which you can access online through EBSCOhost Business Source Complete, available through the Notre Dame Library system. Unfortunately, our agreement with Harvard specifically prohibits use of the EBSCO system for course-related purposes. The following statement is included on the last page of each article downloaded through EBSCO: “Academic licensees may not use this content in electronic reserves, electronic course packs, persistent linking from syllabi or by any other means of incorporating the content into course resources.” I’ve checked with the Mahaffey Business Library staff about this because my opinion is that Harvard’s policy is unfair and ridiculous. The Mahaffey staff researched the issue—finding out what our peer institutions do with this issue as well as checking with Notre Dame’s legal office—and they have concluded that we should abide by Harvard’s policy to avoid potential ethical and legal issues. Accordingly, you should purchase the course
COURSE REQUIREMENTS

Thought papers. Each student will turn in one “thought paper” per week. The thought paper will discuss one of the readings assigned for that day’s class session, and can be turned in on either Monday or Wednesday at the beginning of class. This one-page paper will describe your reaction to one of the readings or cases assigned for that day’s class. Make sure to put your name on the top of the page. The purpose of the thought papers is for you to demonstrate that you read the article or case and thought about it. The thought papers can be about whatever angle you found interesting or relevant from the readings. Examples of possible topics include things you learned from the reading, how your prior experiences relate to things discussed in the article, and things you disagreed with and why. Other topics are fine too. These papers will be graded on a satisfactory/unsatisfactory basis; if you don’t hear from me about a particular paper, than you received a grade of satisfactory. Hard copies of the thought papers are preferred.

Examination and quiz. There will be a midterm and a final exam given during this course. The midterm will be given during our regularly scheduled class on September 17th. The cumulative final exam will be given on Thursday, October 9th.

The midterm and the final examination may contain different forms of questions, including multiple choice, short answer, and essay. The exams will be closed book. No make-ups or incompletes will be given except under very unusual circumstances. Please make careful note of the midterm and final exam dates and times.

Professionalism. Students are expected to be prepared for each class session by reading and thinking about the assigned readings before class. Laptops and tablets should be off. Please silence cell phones before class begins, and use during class only for emergencies.

COURSE GRADE

The components of your final course grade will be weighted as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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</thead>
<tbody>
<tr>
<td>THOUGHT PAPERS</td>
<td>15%</td>
</tr>
<tr>
<td>MIDTERM QUIZ</td>
<td>30%</td>
</tr>
<tr>
<td>FINAL EXAM:</td>
<td>45%</td>
</tr>
<tr>
<td>PROFESSIONALISM</td>
<td>10%</td>
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Honor Code Expectations: The midterm and final will be completed individually with no reference to outside materials. The sole exception to this is that international students whose native language is not English may bring and consult a dictionary during the examination. The thought papers will be completed individually, without consulting with or borrowing materials or ideas from others. Cell phones will be turned off at the examinations.
Grade Appeals: Examination score appeals must be made in writing and clearly state why you believe that your score is incorrect. Please refrain from using class time to discuss your individual examination.

TECHNOLOGICAL PLATFORM AND CLASS NOTES

Sakai will be the internet home for course materials. This will serve as a repository for course related information and files such as a copy of this syllabus, exam information, and class notes for selected classes. I provide you with class notes as a courtesy so that students don’t have to copy down a number of definitions and lists; I do not view them as a stand-alone summary of the entire class. Therefore, you will probably want to bring them to class and supplement them with your own comments.

SUGGESTED RESOURCES FOR ADDITIONAL READING

If you are interested in further resources to learn more about these and other topics related to leadership and organizational behavior, I recommend that you consult the following resources:

Books:

1) *The Leadership Challenge*, by James Kouzes and Barry Posner.
2) *The Human Equation*, by Jeffrey Pfeffer.
4) *The No A**hole Rule*, by Robert Sutton.
5) *Outliers*, by Malcolm Gladwell.
6) *Blink*, by Malcolm Gladwell.
7) *The Five Dysfunctions of a Team*, by Patrick Lencioni.
8) *The One Minute Manager*, by Ken Blanchard and Spencer Johnson

Practitioner Journals: the following journals are written for practicing managers rather than academics, and often contain articles related to our topics:

1) *Harvard Business Review*
2) *Organization Dynamics*
3) *Business Horizons*
4) *Leader to Leader*
5) *California Management Review*
Scholarly Journals: If you are interested in seeing what primary academic research on leadership and organizational behavior is like, take a look at some recent issues of the following journals:

1) *Journal of Applied Psychology*
2) *Academy of Management Journal*
3) *Personnel Psychology*
4) *Leadership Quarterly*
5) *Journal of Organizational Behavior*

The Notre Dame libraries have electronic full-text access to all of these practitioner and scholarly journals. Go to the following URL (this is current as of the beginning of fall semester, 2011) and type in the name of the journal you are interested in:

http://www.library.nd.edu/find_journals/ejournals_list.php
COURSE OUTLINE
(These citations are to the original articles, and the page numbers may not be the same in the reprints in the coursepack. In each case, we will read the entire article or case.

Mon, 8/25  Why should MBAs study organizational behavior (part I)?

Wed, 8/27  Why should MBAs study organizational behavior (part II)?
            1) Erik Peterson at Biometra (A) case

            Study questions for Erik Peterson case
            1) What problems are facing Erik Peterson?
            2) What are the underlying causes of these problems? How effective has Peterson been in taking charge of the product launch in terms of managing the operations and providing leadership?
            3) What actions, if any, should Peterson take to turn the situation around and prepare for his meeting with Chip Knight?

Mon, 9/1  Managing job performance I

Wed, 9/3  Managing job performance II

Mon, 9/8  Managing job performance III

Wed, 9/10 Managing teams

Mon, 9/15 Managing change through power and influence
Wed, 9/17  Midterm Exam during regularly scheduled class time. I will try to arrange a larger room than our classroom.

Mon, 9/22  Becoming an Effective Leader I
   1) The focused leader. HBR, Dec, 2013, pp. 50-60.
   2) Leadership is a conversation. HBR, June, 2012, pp. 76-84.

Wed, 9/24  Becoming an Effective Leader II
   1) Level 5 leadership. HBR, Jan, 2001, pp. 67-76.
   2) How managers become leaders, HBR, June, 2012, pp. 64-72.

Mon, 9/29  Applied Leadership: Why is Jack Welch viewed as such an effective leader?
   1) GE’s two-decade transformation: Jack Welch’s leadership

Study Questions for Jack Welch case:

1) How difficult a challenge did Welch face in 1981? How effectively did he take charge?

2) What is Welch’s objective in the series of initiatives he launched in the late 1980s and early 1990s? What is he trying to achieve in the round of changes he put in motion in that period? Is there a logic or rationale supporting the change process?

3) How does such a large, complex, diversified conglomerate defy the critics and continue to grow so profitably? Have Welch’s various initiatives added value? If so, how?

4) What is your evaluation of Welch’s approach to leading change? How important is he to GE’s success? What implications are there for his replacement?

Wed, 10/1  Becoming an Effective Leader III

Mon, 10/6  How leaders make effective decisions
   2) Before you make that big decision… HBR, June, 2011, pp. 50-60.

Thu, 10/9  FINAL EXAM  Both sections will take the exam from 3 – 5 p.m. in Jordan Auditorium. I have coordinated this with Professor Holt so there will be no conflicts for those of you taking his section of ethics.
All of the schedules and policies outlined in this syllabus are subject to change if the instructor deems it necessary. This would be unusual, but some flexibility may be necessary at times.