This Spring syllabus will be revised for the Fall
Stern School of Business, New York University
Management and Organizational Analysis
Fall 2008

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Course Blackboard (BB) site: http://sternclasses.nyu.edu
Lecture slides, announcements, and some course readings and materials will be posted on BB. You are expected to check the BB site regularly for announcements and upload deliverables to the site.

COURSE DESCRIPTION:

This course highlights the critical components involved in analyzing the strategy, structure, and culture of an organization, as well as issues related to leading, motivating, and influencing others. Special attention will be paid to understanding the ways in which individual psychological processes both shape, and are shaped by, the organizational context. The goal of the course is to provide the tools to analyze, diagnose, and respond to both fundamental and complex organizational situations. The course also provides opportunities for students to enhance their communication and interpersonal skills, both of which are essential to effective management and to success in the workplace. A variety of methods are used to encourage learning, including readings, videos, lectures, exercises, discussions, and individual and small team projects.

Required readings are listed in the course schedule below. The readings can be found in 1) the course reading packet (“CP”) available at the NYU Bookstore and 2) on the Blackboard site (“BB”). The course schedule (starting on p. 4 of this syllabus) indicates where each reading is located.

Individual Work (70%) Team Work (30%)

Individual Judgment Essay 20 % Presentation of Project 5 % Exam 1 20 % Final Project 25 %
Exam 2 20 % Class Preparation & Participation 10 %

• Class discussion and participation (8%)
• Organizational research assignment (2%)

Essay on Judgment Biases

Each student will write a report illustrating two psychological tendencies influencing people’s judgment or choices (based on class material covered primarily on 2/4 and 2/11) using real behavioral examples from either personal experience or direct observation. The essay is due in class on March 12 and should not exceed 3 pages double-spaced (1-inch margins and 12-point font). The assignment will be explained in greater detail with a class handout on 2/11.
Exams
Two non-cumulative exams will be held in class on March 5 and April 14. The exams will consist of short-answer and multiple choice questions. Make-ups for the exams will not be arranged unless you have a doctor’s excuse. Students whose class performance may be affected due to a disability should notify me early in the term and make arrangements with the Moses Center (http://www.nyu.edu/csd) to accommodate their needs.

Class Preparation and Participation
Class preparation and participation is evaluated based on attendance, participation in class discussion, completion of class exercises (on 2/6 and 3/3), and fulfillment of the Organizational Research Assignment (3/27-4/6). Needless to say, attendance is a necessary condition for participation, but attendance alone is not sufficient to do well on the class participation portion of the grade. Students are expected to attend each class prepared to participate actively in the discussions. Absences, chronic lateness, and nonparticipation in class discussion will be reflected in the class participation grade. Participation quality (thoughtfulness of comments or questions) is valued more than participation quantity (frequency of comments/questions). Excellent in-class comments go beyond the facts of a particular reading or case into why and how it matters, as well as provide links between the topic under discussion with other cases, lectures, or outside situations.

You can obtain credit for the Organizational Research Assignment (2%) by choosing one of two options designed to enrich your understanding of the value of research to the formulation of sound management practice. Option 1 involves participation in the Management Department Subject Pool – all sessions will be run March 27-April 6, and you will select a 1-hour slot that works for you during those days. Option 2 involves writing a research proposal report. Detailed information on the assignment is provided on p. 7.

Working in small teams is an important part of this course. Although some class time will be devoted to working on team assignments, much teamwork will be completed outside of class. Students with serious time constraints are advised to register for this course in a semester when their schedule is more conducive to team meetings. Student teams are required to complete a semester-long research project, in which they analyze various aspects of an organization of their choice. The goal is apply course concepts, frameworks, and models to understand the organization in depth. The deliverables include: a 1-page draft executive summary of your report describing the organization your team has selected and the main course concepts you will be analyzing (due March 26); a 15-minute presentation (scheduled on one of the last three days of class); and a final report (due May 5). Attendance is mandatory for all students during all group presentations (attending on those days is factored into your participation grade).

Students will self-select into teams in class on February 13 based on their and interest in studying similar organizations and scheduling constraints. Students may change teams prior to February 27, but changing teams requires written permission of each member of the new team they are entering. All teams must have four or five members. The project will be explained in greater detail with a handout on 2/13.

HONOR CODE & ETH
All students are expected to follow the Stern Code of Conduct (http://www.stern.nyu.edu/uc/codeofconduct), which specifies that you have a duty to acknowledge the work and efforts of others when submitting work as your own. Ideas, data, direct quotations, paraphrasing, creative expression, or any other incorporation of the work of others must be clearly referenced. Any attempt to represent the work of others as your own will be referred to the Stern discipline committee. The Stern Code also specifies that you act with the utmost integrity when preparing for and taking examinations, including an obligation to report observed violations.
COURSE SCHEDULE  Session  Day  Date  Topic

1 W January 23  Course Overview
What is the point of MOA? Course goals and structure

2 M January 28  Frameworks for Analyzing Organizations
Course themes: Open Systems Model; Congruence Theory; Person–Situation
• Reading: Talent Myth (CP: 23-30)
• Reading: Model for diagnosing organizational behavior (BB)
• DUE: Student Information Sheet (with a photo)

3 W January 30 Critical Thinking, Reasoning, and Analysis
Intuition, evidence, and thinking scientifically about MOA; Overview of the class research requirement / subject pool
• Reading: Tools for learning about behavior in organizations (BB)

4 M February 4 Managerial Psychology and Decision Processes  I
Information processing models; persuasion and influence tactics that can bias judgment
• Reading: Cialdini article (BB)

5 W February 6 Complete online judgment survey (required)
• Link to online survey TBA on Blackboard site

6 M February 11 Managerial Psychology and Decision Processes  II
Discuss aggregate results of online judgment exercises
• Reading: Decision making reference chapter (BB, posted after class)
• Handout: Judgment Essay Instructions (due 3/12)

7 W February 13 Team Formation & Final Project Kick-Off
Come to class with your idea for an organization to analyze – you will form groups today based on common interests
• Handout: Final Project Instructions

M February 18 No class: Presidents’ Day

8 W February 20 Effective Use of Goals & Incentives
Motivation, incentives, and goal setting
• Reading: Motivational benefits of goal setting (BB)
• Reading: On the folly of rewarding A while hoping for B (BB)
9 M February 25 Leadership, Stewardship, & Social Responsibility
What makes a great leader?: Public role of leadership
• Reading: Fair Process (BB)
• Reading: Excerpt from OSR/CSR (CP: 91-95 only)
• Reading: Leadership that gets results (BB, pp. 80-87)

10 W February 27 Dynamics of Work Groups & Teams
Understanding benefits and pitfalls of working in groups
• Reading: How can we organize to meet our goals? (CP: 67-70)

11 M March 3 Groups & Teams in Action
• Read/complete: After the Crash Rankings (BB)
• DUE: Bring to class two completed copies of your individual ranking for ‘After the Crash.’ You will hand in one copy at the beginning of class for class preparation credit and keep the other for discussion in your group.

12 W March 5 Exam 1 (covers class sessions 2-4, 6, 8-10)

13 M March 10 Organizational Strategy
Basics of organizational strategy
• Reading: Are you sure you have a strategy? (BB)

14 W March 12 In-class Team Facilitation Day
• Individual and team help from professor on group projects
• DUE: Individual Judgment Essay (bring copy to class and upload on BB)

March 17-22 No classes: Spring Break

15 M March 24 Organizational Design & Structure I
Organization charts and the basics of formal structure
• Reading: Designing adaptive organizations (CP: 149-190)

16 W March 26 Organizational Design & Structure II
• Reading: The New Organization (BB)
• Reading: Building Better Bureaucracies (BB, pp.35-39; 44-46)
• DUE: Draft Executive Summary for Group Project (bring copy to class and upload on BB)

March 27-April 6 Complete 1-hour organizational research assignment in this window

17 M March 31 Power and Politics in Organizations
Understanding power and where it comes from
• Reading: TBA (check BB)
18 W April 2 Social Networks
Implications of social structures and communication pathways
• Reading: Social networks as *informal* structures (CP: 191-200)
• Reading: Social capital of entrepreneurial managers (BB)

19 M April 7 Organizational Culture
What is organizational culture? How can you recognize it?
• Reading: Corporations, Culture, and Commitment (BB)
• Reading: Smile Factory Case (CP: 201-214)

20 W April 9 Culture, Innovation, & Creativity
What factors drive innovation and creativity at work?
• Reading: World’s Most Innovative Companies (BB)
• Back to IDEO (video case)

21 M April 14 Exam 2 (covers class sessions 13, 15-20)

22 W April 16 In-class Team Facilitation Day
• Individual and team help from professor on group projects
• Handout: Presentation Guidelines

23 M April 21 Course Wrap-up & Tips for Presentations

24 W April 23 Team Project Presentations *(required attendance by all students)*

25 M April 28 Team Project Presentations *(required attendance by all students)*

26 W April 30 Team Project Presentations *(required attendance by all students)*

M May 5 Final Project Report is due by 5:00 p.m. in Professor See’s faculty mailbox (4th floor Tisch); also upload to BB

**Summary of Key Deadlines:**

January 28: Student Info Sheet due (with photocopy of ID or another picture) February 6: Complete online survey by 10:00 p.m. (link TBA on BB site) March 5: Exam 1 (in class) March 12: Judgment Essay due March 26: Draft Executive Summary (1-page) of Final Project due March 27-April 6: Complete your 1-hour Research Assignment in Stern Behavioral Lab April 14: Exam 2 (in class) April 23-30: In-class Presentations (ALL students must attend on all three days) May 5: Team Project Final Report due by 5:00 p.m.
Details on the Organizational Research Assignment

The Organizational Research Requirement is worth 2% of your grade (see Class Participation section on p. 2). Sound management practice is informed by academic research, where studies are conducted to examine basic psychological processes that play out in the workplace. In class we will discuss the research process in management and organizational science on January 30. You can obtain credit for the Organizational Research Assignment through either of following two options (you choose Option 1 or Option 2 – you will not get credit for doing both), and it is designed to enrich your understanding of the value of research to the formulation of sound management practice.

Option 1: Subject Pool Lab Participation. The first option is participation in the Management Department Subject Pool. This gives you an opportunity to be part of management research in action and later evaluate it with the advantage of firsthand experience. With this option, you will be a participant in a 1-hour session of research experiment(s) currently being conducted by Management Department faculty. (Note that while the people running the studies are usually Ph.D. students or other research assistants, they are conducting the research for or with members of the Management Department faculty, who supervise them closely.) When you show up for a study, someone at the lab will seat you and record your attendance in the sign-up system so that you receive credit for this assignment, but note that your responses in the experiment cannot be connected to your identity in any way. Once these studies are finished, you will receive written debriefings.

Participation in the Subject Pool is easy and should be enjoyable for most students. It only requires signing up for a session, showing up at the Stern Behavioral Lab (UC-64), and following instructions. However, while the experiments are usually fun, you should take them seriously and provide honest and careful responses to all questions you are comfortable answering. Sign-ups will occur on-line once during the term – all sessions will be run March 27-April 6, and you will select a 1-hour slot that works for you during those days. Please note that the web-based sign up sheets do not reveal the identity of yourself or anyone else who will be participating in the experiment. I will announce when sign-ups become available for the experiment. At the beginning the experimental session, you will be informed of what the study is about, what your rights are as a participant in the study, and any risks or benefits of participation in the experiment. You will be asked to read and sign a consent form, stating that you agree to participate in the experiment. You will be given one copy of the consent form to keep. If you prefer not to participate in the experiment or if you withdraw from the study once you begin, you may complete the research proposal assignment described below (“Option 2”) and will receive the same credit as if you had completed the experiment.

Please see me if you are under 18 and would like to participate in the lab research (“Option 1”) for your class requirement. It is a Federal law and University requirement that you provide a signed consent form from your parent or legal guardian before you can be a research participant. I will provide you with a copy of the parental consent form for each experiment, which must be read and signed by your parent or legal guardian. The form must then be returned to me prior to your participating in the experiment. (Note that you do not need parental consent if you this Research Proposal “Option 2” assignment described below.)

Option 2: Research Proposal Report. The other option is to write a research proposal. The assignment involves writing a report on a research proposal and will give you additional experience with organizational research and its application to management practice. The assignment is available on the course BB site and is due the last day of class (May 5). No exceptions will be made, so please plan ahead.