New York University
Leonard N. Stern School of Business
Department of Management & Organizations

LEADERSHIP in ORGANIZATIONS (B01.1302, Section 12)

COURSE SYLLABUS - DRAFT

Professor: Frances J. Milliken
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E-mail: fmillike@stern.nyu.edu

Class meetings: R: 600-9:00 p.m.
Office hours: By appt.
Office: KMC 7-60

Course Blackboard site: http://sternclasses.nyu.edu
Note: All lecture slides will be posted, as will additional course materials. We will also frequently use it for communication. Make sure you check the site often and check that your email address is correct.

COURSE DESCRIPTION AND OBJECTIVES

Leaders of organizations today face many types of challenges. These challenges include the need to design organizations that are capable of coping with rapid change and the greater complexity created by globalization and our increased interconnectedness, the need to understand and shape organizational cultures and to motivate employees, the need to understand and manage politics and conflict between individuals and organizational units, the need to understand and manage diversity, and so on. Such challenges, and how management can deal with them, are the subject of this course.

Being a successful leader in an organizational context depends on one’s ability to understand, and respond effectively to, the context within which one works. The purpose of this course, thus, is to provide you with a more comprehensive understanding of organizational systems so that you can be both a more informed observer of them and a more effective participant in them.

The objective of this course is to help you develop the skills to analyze and address leadership challenges and opportunities. In order to accomplish this goal, we will introduce you to some of the central ideas and frameworks in the field of Management and will help you understand how to apply these ideas and frameworks to analyze managerial and organizational situations.

The course has two major components. The first is "macro" in nature. It focuses on organizational level issues and problems, such as how an organization should be designed (e.g., centralized or decentralized?), and what strategy it should follow (e.g., where, when, and how should we compete?). We will also look at organizations as political entities and in terms of culture and control systems. The second part of the course focuses on individual and small group issues such as how to evaluate and reward people, use teams effectively, and make effective decisions.

We will use cases and exercises as the material on which to practice analyzing and solving management problems.

2. *Leading in Organizations: Background Readings and Articles*, This is a customized Case Packet. Referred to in course outline as LO. This is only available through the Professional Bookstore.

   Instructions for ordering *Leading in Organizations: Background Readings and Articles* for B01.1302.12:
   - Go to the NYU Book Store web site: [http://www.bookstores.nyu.edu](http://www.bookstores.nyu.edu)
   - Click on the "Book Inquiry & Ordering" link
   - Select the "Search by ISBN" option and enter ISBN # 978300047866B
   - Proceed to Checkout and complete your order. Your package will be shipped within one business day.


   Referred to in the course outline as Harvard.

4. Additional articles and cases will be uploaded onto the course website or links will be provided.

   Instructions for Accessing NYU Licensed Article links from off-campus:
   - When you try to click on an article link from off-campus, you may be redirected to a login page. Because licensing for digital newspapers and journals is done through NYU Central you are required to use your NYU-Home login information (NYU netID) to access these resources. Your NYU-Home login needs to be activated before it can be used.
   - To activate this login go to [http://start.nyu.edu](http://start.nyu.edu). Follow the instructions to set up your password.
   - Once this is done, you can use your netID - and NYU-Home password that you set up in order to access the digital articles.

5. Additional materials to be distributed in class. Indicated as such on syllabus.

6. PowerPoint slides. Available through the course web page and organized by topic area.

### COURSE REQUIREMENTS

**Grading:**

<table>
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<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Class Preparation (Homework, Participation and Reaction Papers)</td>
<td>35%</td>
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<tr>
<td>Exam</td>
<td>35%</td>
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<tr>
<td>Team Case Write-ups</td>
<td>30%</td>
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</tbody>
</table>
**Individual Assignments:**

**Class Preparation: Participation, Homework and “Reaction Papers” - 35%.**

This is a course that uses learning methods that require active student involvement.

To prepare for each class, read the assigned materials and analyze the case(s) on your own before coming to class. The case preparation questions will help you guide your reading by directing your attention to the important aspects of the case. The readings and case are matched in subject matter for each week. Therefore, you should use the week’s readings to help you analyze the same week’s case.

I will typically do some lecture in class, but the lecture will build on the readings, not repeat them. You will often not be able to follow the discussion if you have not read the preparation materials beforehand.

**Homework:** You will need to hand in at least 3 written homework assignments (1-1½ double-spaced pages) over the course of the semester, two of which are required assignments.

- You must hand in either Homework 1 (due September 25th - easier) or Homework 2 (due October 2nd – harder)
- You must hand in Homework 5 -- GME Consulting Company (due December 4th)

The purpose of these written homework assignments is to help you practice using the ideas and frameworks introduced in the course. **When writing homework assignments, you should explicitly use course concepts (e.g. models and frameworks) to organize your thinking.**

Homework assignments will be given up to 8 points each and count towards what I am calling your class preparation grade.

To be fair to all students, I do not accept late assignments. Written assignments are generally due at the beginning of class on the day we discuss the case the assignment pertains to.

**Participation:** For classes in which you are electing to not hand in a written homework or for which there is no formal written assignment, I would still like you to be prepared to participate in a class discussion or activity based on the reading and the material I've asked you to prepare.

The class will be conducted largely through the case method or through the use of experiential exercises. You will learn theory and models and apply them to real-world cases. Therefore, it is critical that you attend class and come prepared to discuss the assigned material. In-class contribution is also a fairly large part of your grade, and those who do not actively and positively contribute in class will find it very difficult to earn an A.

The quality of the class itself is largely dependent on the quality of your collective discussion. A high quality discussion requires hard work on your part. Before coming to class, you must read the case carefully enough to be fully conversant with the facts and have developed an informed opinion about what the firm or person should do. **In class, you must pay attention to what others say. A good case discussion is a guided conversation, and responding to a classmate’s comment enhances the conversation.** The quality of your participation is more important than the quantity.

I like to run a classroom in which people are free to contribute as they choose but if I feel that people in the class are insufficiently prepared for a meaningful discussion, I will call on students, so be prepared!
Attending class but not participating will not be sufficient to earn you a good class participation grade. If you have difficulty with spoken English, or some other issue that will interfere with your ability to participate, please be sure to talk to me about it early in the semester so that we can arrive at common expectations for your performance.

**Reaction Papers:** You may also submit up to 2 optional Reaction Papers to supplement your in-class participation. These memos can address your reactions to any class session you choose although it is preferable to hand in these reaction papers within a week of the class session to which you are reacting. These reaction papers should be no longer than 2 double-spaced pages. They are designed as vehicles for anyone who feels somewhat uncomfortable talking in class to have a chance to contribute their thoughts on critical issues discussed in class.

Your total class preparation grade will be based on the quality of the homework assignments and reaction papers (if any) that you hand in as well as the quality and thoughtfulness of your contributions to the class discussions.

**Exam - 35% of the final grade**

An examination will be administered on Thursday December 18th. It will cover all the readings and concepts covered in class. It will involve several short-answer essay questions.

**Team Work – 30% of the grade**

One of the most important managerial skills is that of managing teams. To sharpen your skills in this area, you will work in teams and will have the opportunity to learn from your colleagues as you work on two team projects.

**Team Cases -- 30% of the final grade** You and 3-4 other people in the class will work as a team to analyze a couple of cases.

<table>
<thead>
<tr>
<th>1st Team Assignment (choose 1 of the following 2 cases)</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Option 1 Coca-Cola Case</td>
<td>October 23rd</td>
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<tr>
<td>Option 2 Gianna Angelopoulous and the Athens Olympic Games</td>
<td>October 30th</td>
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<tr>
<th>2nd Team Assignment (choose 1 of the following 2 cases)</th>
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<tr>
<td>Option 1 Lincoln Electric – Venturing Abroad</td>
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<td>Option 2 SAS (a software company)</td>
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Since we will be discussing cases in class, papers will be due at the beginning of the class period. The page limit for the team case write-up is 5 pages. The case must be typed (12 point font), double-spaced, with normal 1” margins. Appendices, tables and/or figures do not count toward the 5-page limit. NO LATE ASSIGNMENTS WILL BE ACCEPTED.

**THE PREPARATION OF CASES**

**Case Preparation Guide** (Web). This document provides guidance for the preparation of all cases. The guidance is in the form of questions that you should think about while you are analyzing the case. For cases in which you have a short written homework assignment due, the question to be answered will generally be drawn from questions in the Case Preparation Guide.
There is no “right” solution to most managerial problems, rather there are apt to be many “right” answers, and unfortunately, even more “wrong” answers. In fact, cases are not necessarily examples of bad management. Some of our cases are about organizations that seem to be working well. Often, it is more difficult to explain why a situation is working than it is to analyze the causes of obvious problems. Further, a situation may be going well now but contain the seeds of future problems. Read “An Introductory Guide to Case Analysis” (Web) for an initial guide to how to analyze a case. Feel free to ask any questions you feel the guide does not answer.

**HOW TEAMWORK IS ASSESSED**

One concern that some students have about working in teams, and consequently about team grades, is the issue of equity. If you work harder and do better work than your peers why should your grade be dependent on them?

Everyone in this class is expected to carry an equal share of the team workload. You are expected to get the work done and to manage each other.

You are urged not to let problems develop to the point where they become serious. Groups often ignore problems wishing that they would just disappear. Like most problems, they rarely do – they just get worse. Try to set up clear procedures regarding how the team cases will get done at the beginning of the semester (i.e., how the group should work together in very concrete and explicit terms). You are expected to solve any problems among yourselves. If you really can’t, bring it to me. If I am convinced that someone has not carried his/her fair share - for any reason - I will reduce that person’s grade accordingly. One major input into that decision will be the evaluation of each member’s overall contribution from other team members. You will be asked to anonymously evaluate the overall contribution of other team members to the team cases at the end of the semester. Anyone who receives significantly lower evaluations than their team members (with consensus among the team) runs the risk of getting a grade of 0 for the team projects in the course.

**INDIVIDUAL AND GROUP CONSULTATIONS**

You should feel free to consult with me if you have questions. The best way to get in touch with me is via email. Except for weekends and when I am traveling, I will try to answer all e-mail questions within 48 hours. You can also feel free to call me at (212) 998-0227 if you want to schedule an appointment or if you have questions.

**POLICIES ON ATTENDANCE, LATENESS and the USE OF ELECTRONICS**

**Attendance:** Since this course uses various learning methods that require your physical presence and your active involvement (e.g., discussions, exercises, simulations, etc), it is my hope that you will attend as many of the class sessions as you possibly can.

**Lateness:** I expect that everyone will arrive to class on time and stay to the end of the class period. I consider excessive instances of lateness to be rude to all of us. Many days we will be doing exercises for which it is absolutely critical that everyone be present at the start of class.

**The use of electronic devices:** Laptops, cell phones, Smartphones and other electronic devices can be a disturbance to other students and to me. Please check that all cell phones, smartphones, and pagers are turned off prior to class.
My preference is that laptops not be used in class as using them, even for note-taking, can be distracting to other students and can interfere with the ability of the class to focus. If you deem it necessary for your own learning, you may use a laptop to take notes or to access the course website but please try to do so quietly. Obviously, laptops should not be used for any other purpose in class – needless to say, this is not the time to surf the web or read your email.

**Students with a Need for Special Accommodations**

If you have a qualified disability and will require academic accommodation during this course, please contact the Moses Center for Students with Disabilities (CSD, 998-4980; [http://www.nyu.edu/csd/](http://www.nyu.edu/csd/)) and provide me with a letter from them verifying your registration and outlining the accommodations they recommend. If you have questions, the CSD is very helpful and you should feel free to contact them.

**MBA PROGRAM HONOR CODE**

I expect that all of you will take Stern’s honor code as seriously as I do. Cheating is counter-productive to learning. It would be considered a violation of the Honor Code to plagiarize in any way in this course. It is also an honor code violation to view anyone else’s analysis for the cases prior to writing your own, or to discuss cases with students who have already analyzed the case in class. If you are uncertain about what constitutes an honor code violation, please see me.
<table>
<thead>
<tr>
<th>Date</th>
<th>Part 1: Introduction to Organizational Behavior</th>
<th>Part 2: The Basics of Building and Managing Teams</th>
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</thead>
<tbody>
<tr>
<td>Thursday September 18&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Reading: Daft, Chapter 1 (pages 10-24)</td>
<td>In-class case: The box exercise</td>
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<td>In class exercise: The box exercise</td>
<td>After class reading: Work teams in Organization (LO, pages 47-53)</td>
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<tr>
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<td><strong>Part Two: The Basics of Building and Managing Teams</strong></td>
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<td>In-class case: The team that wasn't (Harvard case)</td>
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<tr>
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<td>After class reading: Work teams in Organization (LO, pages 47-53)</td>
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<tr>
<td>Thursday September 25&lt;sup&gt;th&lt;/sup&gt;</td>
<td><strong>Part One: Understanding and Managing Organizational Effectiveness</strong></td>
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<td></td>
<td>Readings: Daft, Chapter 1 (review pages 22-24); Chapter 2 (pages 56-62; 70-78); chapter 8 (bottom of page 296-298)</td>
<td>Mini-Case Cincinnati Children’s Hospital (on the course website)</td>
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<td><strong>Part Two: Conceptualizing the Strategic Challenge</strong></td>
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<td></td>
<td>Case: Southwest Airlines (NYU Case -- web)</td>
<td><strong>Homework 1:</strong> Use Hambrick and Fredrickson’s model to analyze Southwest’s strategic choices (1 page).</td>
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<tr>
<td>Thursday October 2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td><strong>Designing Organizational Structures</strong></td>
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<td></td>
<td>Readings: Daft, chapter 3 (all); chapter 4 (pages 138-156)</td>
<td>Putting the Pieces Together: The CIA, Linux, and the Art of Decentralization (LO, pages 23-30)</td>
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Cases:  
Aquarius Advertising Company (Daft, pages 129-131)

Managing National Intelligence (Harvard case)

Homework 2:  
How would you characterize the core structural dilemma in the “Managing National Intelligence” case? (1-2 pages max.)

Thursday October 9th  
No Class – Yom Kippur

Thursday October 16th  
Understanding Politics: The Structure and Consequences of Formal and Informal Power

Readings:  
Daft, Chapter 13 (all)

Influence without Authority (on course website)

Optional Reading:  
Who Gets Power and How they Hold on to it. (LO, pages 31-46)

Case:  
Monica Ashley (on course website)

Homework 3 (option a):  
Answer question 2 in the Case Preparation Guide.

Homework 3 (option b):  
Explain how power and politics are affecting you at work (1-2 pages max.)

Thursday October 23rd  
Part One: Organizational Culture and Control Systems

Readings:  
Daft, Chapter 9 (pages 339-343); chapter 10 (pages 361-374)

How risky is your company (Harvard reading)

Case:  
Kidder Peabody (on the course website)

Homework 4:  
Answer Question # 1 from the Case Preparation Guide

Part Two: Managing Multinationals: Strategy, Structure, and National Culture

Reading:  
Daft, Chapter 6

1st Team Case Assignment (option a):  
Coca-Cola (NYU case -- web)

Thursday October 30th  
Leading: The Challenge of Creating structures and cultures in order to execute strategy
Thursday November 6th

Reading: Daft, chapter 12 (pages 445-450)


In-class: Will review results of Cognitive Exercise

In-class video case 12 Angry Men (fill out video watching guide – get from the course website; bring to class)

After Class Readings: Decision Failures (on course website)

Thursday November 13th

Case: Carter Racing (Hand-out)

Write notes to yourself explaining your thinking about whether or not you would race and why.

(Does not require reference to course materials). I am interested in your intuition here.)

After Class Reading: The Difference Difference Makes (LO, pages 55-62)

Team decision making (LO, pages 63-70)

Note: may try to fit in PB Technologies Exercise or After the Crash Exercise (depending on time and class interest).

Thursday November 20th

Readings: The new organisation (on the course website)

The People Who Make Organizations Stop – and Go. (Harvard article)
Case: Heidi Roizen (Harvard case)

**Homework 5:** Answer Question # 3 in the Case Preparation Guide

**Part 2: Negotiation**

In-class exercise

**Thursday November 27th**  
No Class – Thanksgiving Holiday

**Thursday December 4th**  
Motivating and Rewarding Performance

**Readings:**  
Motivation: A Diagnostic Approach  
(LO, pages 71- 79)

Cultural Constraints in Management Theories  
(link on course website)

**2nd Team Case Assignment (option a):**  
Lincoln Electric: Venturing Abroad (Harvard Case)

**Case:**  
GME Consulting Company (Under Cases on course website)

**Homework 6 (required):**  
Decisions on pay raises, notes on your rationale.

**Thursday December 11th**  
Part 1: Cross-cultural Issues

**Re-read:**  
Motivation: A diagnostic Approach (LO, pages 71- 79)

**Read:**  
Theories of Motivation (on course website)  
Job Design as a Source of Motivation (on course website)

**2nd Team Case Assignment (option b):**  
SAS (Harvard Case)

**Part 2: Leading Change**

**Re-read:**  
"Tipping Point Leadership" (Harvard Reading)

**Part 3: Course Wrap-Up**

**Thursday December 18th**  
Final Exam