

BUS 410W, Organizational Behavior and Leadership

Department of International Management and Math, Fall 2018

Professor Roberto Cordón

Office Hours: Wednesdays 14:30-15:30; Thursdays 14:30-16:30; or by appointment

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Class meeting times: Tue 16:00 - 18:45

Class meeting location: LAC Classroom 2

Course Description

This course studies the internal environment of firms and organizations, namely how to organize and manage people in order to implement strategic plans effectively. Topics include: organizational structures and change, human resources, leadership, group dynamics and teamwork, motivation, and multicultural management. Special attention will be given to the study of leadership, which plays a critical role in increasingly complex and multicultural organizations. The readings and class discussions include both theoretical concepts, case studies and practical exercises. Prerequisite: BUS 353. Recommended: Senior Status

Course Objectives

This course builds on strategic management theory and concepts laid out in BUS 353, looking at the internal environment of the firm and the organizational/human processes put in place to implement business (or other) strategies successfully. These include organizational structures and hierarchies (meso-level), and the various factors that determine the performance of individuals and groups (micro-level). The course also looks at the leadership dynamics that are critical to achieving successful results. Although the focus will be on larger international firms, these concepts apply to any organization, whether firms, not-for-profits, or political institutions. As such, this course will also consider questions of social justice and sustainability inside and outside organizations.

Student Learning Outcomes

Upon completion of this class, students should:

- be acquainted with the fundamental theories and principles of organizational behavior in order to diagnose and find solutions to organizational performance problems;
- become familiar with the key issues related to working with or managing people in an organizational environment;
- understand better the role and activities of the human resources area;
- read and write about development in leadership and interpersonal skills through experiential exercises and discussion;
- gain insight into how personal experiences, preferences, strengths and weaknesses may impact the ability to become an effective member of organizations.

Textbook and Readings

- Electronic handouts of selected book chapters
- Extracts from books or journal articles; to be made available electronically by instructor.

- Students should follow international business issues on a regular basis by reading relevant articles in newspapers and magazines such as the *Wall Street Journal*, *Financial Times*, *The Economist*, *Business Week*, *Forbes*, etc. This will contribute to effective class participation.

Course Requirements

- Weekly readings from textbooks or other sources, as assigned by instructor.
- Short quizzes (or midterm) and final exam
- Participation in simulations and dynamic exercises in class
- 8-9 short memos/briefs (2-3 pages) discussing the readings and/or in preparation for class exercises and simulations. These briefs will often be written in groups of two or three.

Grading (*indicative, may vary slightly*)

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| • Quizzes and Exams | 35% | |
| • Written assignments—short memos/briefs (see below) | 40% | |
| • Course contribution (see below) | 25% | =100% |

All elements will be graded on a scale from 0 to 100. Grades are generally distributed along a normal curve. However, I am perfectly willing to bend the curve one way or another if many students perform well or poorly. (Obviously I would prefer to give more A's than D's!) Indicatively, A's represent a weighted average of 90+, B's are 80+, C's are 70+ and D's are 60+.

Quizzes and Final Exam

The final exam will take place at its regularly scheduled time at the end of the semester. As for quizzes, they will take place every few weeks. You will be given a week notice. Thus, it is critical that you keep up with readings regularly, to prevent "last minute cramming".

Written Assignments

You should assume that there will be a short written assignment every week, unless otherwise announced. These will generally be short memos or briefs (900-1100 words \approx 3 pages), prepared in groups of two or three and will be handed in at the beginning of each class. Groups will be randomly determined and change for each assignment. Grading for these assignments will generally take the form of $\checkmark+$, \checkmark , $\checkmark-$, or 0, if not handed in. (These roughly correspond to 5, 4, 3, 0, or A, B, C, F.) Any delay past the beginning of class will result in the reduction of one level; after 24 hours, the grade will be reduced two levels. A few groups will also be randomly chosen each class to lead part of the class discussion or perform a simulation. You should be prepared to discuss and defend your assignments every class.

Course Contribution, Attendance and Class Participation

Class discussions in this course are integral to understanding and contextualizing the readings. We will discuss specific organizational issues and engage in various simulations of real-life situations. Thus, active and constructive participation in class discussions, simulations and activities will be rewarded. Given the interactive nature of the classes, attendance is essential to performing well in this course. You can miss class once, for whatever reason, after that, points will be deducted from the course contribution grade.

Laptops and Cellphones

As they are very disruptive to the instructor and other students, laptops are not allowed in class or exams, and cell phones should be turned off. If your phone rings during class, you will leave the classroom to answer the call and will not be allowed back in.

Tentative Course Schedule

Book Codes:

T&S: Thomson, Strickland, Gamble, Peteraf, Janes and Sutton, Crafting and Executing Strategy: The Quest for Competitive Advantage, European Edition, McGraw-Hill, 2013

Lus: Robert N. Lussier, Management Fundamentals, 5th Edition, South-Western, Cengage Learning, 2012

CK&P: S. Clegg, M. Kornberger and T. Pitsis, Managing and Organizations: An Introduction to Theory and Practice, 3rd Edition, Sage, 2011

GMN: Gulati, Mayo and Nohria, Management: an Integrated Approach, 2nd Edition, Cengage Learning, 2017

Northouse: Peter Northouse, Leadership: Theory and Practice, 6th Edition, Sage, 2013

| Week of: | Topic | Reading |
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| 28 August | Introduction and discussion of the course program Review of strategy concepts covered in BUS 353 Lessons and insights from other courses/fields | |
| 05 September | Reviewing concepts of strategy The “resource-based view” of organizations Brief history of management and impact of globalization Discussion: personal mission/vision | E-Handout (T&S, Ch. 1) |
| 11 September | Management Basics, History and Bureaucracy Discussion: bureaucratic stories/experiences | E-Handout (Lus Ch. 1, CK&P Ch. 13) |
| 18 September | Management Thinkers Briefs on management thinkers | E-Handout (CK&P Ch. 12) Group presentations |
| 25 September | Organizing and delegating work | E-Handout (GMN Ch. 7) |
| 02 October | Organizing and delegating work (cont.) Brief/game: teamwork dynamics | E-Handout (GMN Ch. 8) |
| 09 October | Ethics, social responsibility and sustainability Brief: ethical dilemmas | E-Handout (T&S Ch. 9) |
| 16 October | Multicultural Management Brief/presentations: national cultures | Hofstede/Hall website assignments |
| 20 Oct – 04 Nov | <i>Academic Travel (enjoy!)</i> | |
| <i>The specific topics and readings in the second half of the semester may depend on class activities and discussion of student assignments. The readings below are just an indication; the professor will generally communicate one or two weeks before.</i> | | |
| 06 November | Human Resources Management Brief: personal preferences and the airport game | E-Handout (Lus Ch. 7 + App.) |
| <i>Tentative: midterm quiz</i> | | |
| 13 November | Power, Politics, Conflict and Stress | E-Handout (GMN Ch. 14) |
| 20 November | Organizational communication and motivation | E-Handout (GMN Ch. 18 + 19) |

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| 27 November | Leadership and influence Brief: movie reviews | E-Handout (Northouse Ch. 1 + 2) |
| 04 December | Situational leadership | E-Handout (Northouse Ch. 5)) |

Final Exam on Tuesday December 11, 16:00-18:00

Statement on Cheating and Plagiarism

A student whose actions are deemed by the University to be out of sympathy with the ideals, objectives or the spirit of good conduct as fostered by the University and Swiss community, may be placed on Disciplinary Probation or become subject to dismissal from the University. Cheating is a dishonest action out of sympathy with the ideals, objectives and spirit of the University. Furthermore, cheating reflects negatively on one's personal integrity and is unjust to those students who have studied.

Consequently, the University has adopted the following code:

- When an examination is in progress, all unauthorized books, notes, papers, notebooks, and phones must be left outside the classroom, or, where this is not feasible, left beneath the student's seat unopened.
- Students will be asked to distribute themselves around the room during an exam so as to leave the widest possible space between them.
- During the examination only the blank paper required for the examination and a pencil, pen or other tools as permitted by individual instructors may be on the desk.
- Should an instructor see written crib notes in evidence or see a student consult a cell phone during an exam, the presumption will be that the student has cheated on that exam.
- If a student must leave the classroom during an examination due to physical duress, the student must turn in the exam and will not be allowed to return during the examination period. No make-up examination will be administered.
- It is within the prerogative of the instructor to take a student's paper during an exam and to ask that student to take an oral exam, or another exam, at the instructor's choice.
- A student found cheating will be reported to the Dean of Academic Affairs. A second offense, in the same or any other course, will result in dismissal from the University.
- A student found cheating on an exam will be given an "F" for that examination. If it is a final examination, the student may be given an "F" for the course.
- A student whose paper or assignment has clearly been plagiarized will receive an "F" for that paper. Notification will be sent to the Dean of Academic Affairs. A second offense, in the same or any other course, will result in dismissal from the University.

Cases of academic dishonesty may be handled by the instructor in whose course the violation occurred if the matter is a result of student ignorance or is a first offense. The instructor will assess the severity of the violation and impose an appropriate penalty. In the event of a repetition of dishonesty, the matter will be referred to the Dean of Academic Affairs, and the student will risk dismissal from the University.

Please note that I hold the above statement very seriously. In my courses, any case of cheating will result in an automatic "F" for the whole course.