

BA F691
Advanced Topics in Business: Managing in a Complex Environment
(CRN 51047)

Summer 2008

Professor: Satish P. Deshpande, Ph.D.

Class time/room: 6 p.m. to 9.30 p.m. MW Gruening 413

Office hours: 5.30 p.m.to 6 p.m., MW or by appointment.

Office/Telephone: Will be announced in class.

E-Mail: satish.deshpande@wmich.edu

Course Description: Work is a dominant theme in the lives of most people. The way people are managed and relate to one another, affects the quality of their lives and the effectiveness of their organizations. Understanding individual differences, sources of behavior, choices people make, and how issues come together in groups and organizations is imperative for today's manager. A clear understanding of how diverse managerial approaches positively impact the performance of a diverse workforce is of growing importance. The course has an emphasis on participative and experiential learning.

Required Materials: R. Wagner and J.K. Harter (2006). 12: The Elements of Great Managing, Gallup Press.

D.T.Philips (1998) The Founding Fathers on Leadership, Warner Books.

12 Reading Packages (given in class)

Required Readings: In addition to the above, students may also purchase a graduate-level text in organizational behavior at their discretion.

Other Readings:
(Optional)

- C. Kennedy (2007). Guide to the Management Gurus. Random House.
- T. Brokaw (1998). The Greatest Generation. Random House.
- J. Pfeffer (1998). The Human Equation. Harvard Business School Press.
- W. Bennis (1994). On Becoming a Leader. Perseus Books.
- D. Goleman (1995). Emotional Intelligence. Batman.

Course Objectives: After completing this course students should be able to:

1. Understand how the behavior of people in work settings is determined by their characteristics as well as characteristics of the work setting and leadership approaches of their managers.
2. Recognize the appropriate use of teams or work groups and design more effective teams as well as anticipate more effective ways to participate in teams.
3. Develop sensitivity toward the needs of diverse co-workers and subordinates.
4. Recognize how the behaviors of individuals can be guided to improve organizational outcomes.

Course Structure: This course will be offered in a 6 week format typically offered during Summer. Developing a common understanding of work, behaviors, and management approaches is initiated through lecture and discussion. With the importance of experiential learning in this course, 1/3rd of the class time will involve exercises, cases and group/team activities.

Course Theme: The common theme in this course is that in order to be effective, today's manager must understand how the systems and structures inside organizations interact with individual predispositions and preferences to motive behavior.

Key Outcomes: The lecture and discussion are designed to teach students to:

1. Understanding how to operate more effectively in a culturally and ethnically diverse workforce.
2. Understanding the role of managers in terms of leadership, motivation, decision making, power and persuasion.
3. Understanding how the changes occurring in the workplace impact the role of managers

The experiential exercises and cases are designed to enable students to:

1. Demonstrate the ability to apply the models discussed in class in various organizational contexts.
2. Demonstrate the ability to work effectively in teams and understand the dynamics of these teams
3. Demonstrate effective problem solving skills, particularly in reference to understanding the complexity involved in managing employee behavior .
4. Demonstrate the ability to connect the direction of individual behaviors with outcomes at the organizational level.

Attendance Policy: Given the experiential nature of this course attendance is strongly encouraged. Students will be responsible for material and class work. There will be a penalty for missed inclass exercises.

Course Assignments: Students will be responsible for a book review (due date class 10), 4 article summaries (2 due on class 5 and 2 due on class 10), and 2 exams. There may be a couple of homework assignments. Students are required to participate in class discussions and experiential exercises. It is expected that students will hand in assignments on time. At the discretion of the instructor, late assignments may be accepted for partial credit.

Grading: Grading will be based on the following 100-point system:

Assignments and Participation	15
Book Review	10
Article Summary	10
Exam 1	30
Exam 2	<u>35</u>
TOTAL	100

Grades will be based on the following point scale:

A	94-100
BA	90-93
B	84-89
CB	80-83
C	74-79
DC	70-73
E	<70

Student Rights and Responsibilities: Student rights and responsibilities are listed in the Graduate Catalog. You are responsible for making yourself aware of and understanding the policies and procedures in the Graduate Catalog that pertain to Academic Integrity.

CLASS SCHEDULE (Tentative)

Session	Date	Topic	Reading Assignments
1.	July 7	People centered management and organizational success	Package 1 12: The Elements
2, 3	July 9, 14	Managing Diversity	Packages 2-3
4.	July 16	Trait and process theories of motivation, classical and current issues in leadership	Package 4 12: The Elements Fathers on Leadership
5.	July 21	Understanding self and recognize behavior of others, cultural related issues	Packages 5-6 12: The Elements
6.	July 23	Exam 1	
7.	July 28	Evaluating employee performance in a diverse work environment	Package 7 12: The Elements
8.	July 30	Decision making and managing Change	Package 8 12: The Elements
9.	Aug 4	Conflict resolution and negotiation	Package 9, 12: The Elements
10	Aug 6	Teams, projects, and behavior in Work Groups	12: The Elements Packages 10-11
11	Aug 11	Changing work systems	Package 12
12.	Aug 13	Exam 2	

Makeup exams with prior permission only