

MGMT-UB 1 Management and Organizations

Stern School of Business
New York University
Winter 2018

Instructor: Siyu Yu

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Office hours:

- **Drop-in:** Wednesday & Thursday, 4:00pm – 5:00pm
- **By appointment:** I will have select times available for students who would like to meet individually. Please email me regarding these times.
- **Special exam office hours:** I will have special office hours the day before the exams: In particular, I will have office hours from 3:00pm – 5:00pm on Monday, January 8th, 2018 and 3:00pm – 5:00pm on Monday, January 15th, 2018

Course location: TISC UC21

Course website: <http://newclasses.nyu.edu/> (NYU Classes)

Slides, announcements, and some course materials will be posted on NYU Classes. You are expected to check the site regularly for announcements and upload assignments to the site (when indicated).

Course calendar: Posted on NYU Classes.

COURSE DESCRIPTION AND OBJECTIVES

Why do some organizations succeed while others flounder? Why do some employees rise in the ranks and others stagnate (or fall)? Why do some people love their jobs while for others work is sheer misery? As students of business, it is critically important for you to have an understanding of the key factors that contribute to both organizational success and the role that managers play in helping their organizations succeed and employees thrive.

The primary objective of the course is to help students understand the elements that contribute to organizational and employee success, as well as some of the common impediments to high performance. We will focus on how organizations position themselves for success within their external environment, and how they organize and motivate their people. More specifically, the course will explore how organizational leaders develop winning strategies, and then design their organization in a way that aligns structures, social relationships, tasks, and people to achieve those strategies. In exploring these issues, we will identify the challenges that organizational leaders and managers face as they try to make good decisions in the face of a constantly evolving industry environment, competing goals and agendas, and an increasingly diverse and global workforce.

A second objective of the course is to strengthen students' managerial and leadership potential. Regardless of your major or your future career plans, such an understanding will enable you to work more effectively within an organizational context, whether that context is a small start-up company, a family business, a not-for-profit organization, or a large financial institution. In other words, the course will provide you with tools and skills that you can use to increase your own personal career success.

The structure of the course encourages learning in multiple ways: through lecture, readings, in-class discussions, exercises, case analyses, and a team project. These approaches provide opportunities for students to enhance their analytic and interpersonal skills, both of which are essential to effective management and to success in the workplace.

READINGS

Required readings can be found in:

- On the NYU Classes website for the course (NYU Classes).
- The course schedule (p. 8-9) indicates where each reading is located and the date by which it should be read.

REQUIREMENTS AND GRADING

Individual Work		Group Work	
Exams (44% total)		Final Group Project (40% total)	
Exam 1	22%	Final group paper	22%
Exam 2	22%	Final group presentation	14%
Participation (16% total)		Contribution to group project	4%
Contribution to class discussion	8%		
Short assignments, class preparation, engagement, and professionalism	6%		
Organizational research assignment	2%		

INDIVIDUAL WORK

Two Exams (Cumulatively 44% of final grade; Exam 1 and 2 are 22% each)

Exam 1 will be held in class on **Tuesday, January 8th, 2018** and Exam 2 will be held in class on **Tuesday, January 16th, 2018**. Exam I will cover the content from Topics **1-5**. Exam II will cover the content from sessions **6-11**. Make-ups for the exams will not be arranged.

Every effort will be made to return graded exams to students within 7 days of the exam date (i.e., unless I experience a family or medical emergency you can count on receiving your exams 7 days after the exam date). Graded exams CANNOT leave the classroom and will be collected at the end of the class period.

Class Participation (16% of final grade: [8% Contribution to class discussion; 6% Short assignments, class preparation, engagement, and professionalism; 2% Organizational research assignment])

Participation is an essential part of the course and is important for your own learning experience and the learning experience of your classmates. Class participation will be evaluated based on demonstrated preparation through involvement in class discussion and group exercises, and completion of any short assignments or memos (if assigned). You are expected to be prepared for and actively participate in class.

Contribution to class discussion (8%). With regard to participation itself (i.e., talking in class), quality (the thoughtfulness of your comments) counts more than quantity (how frequently you talk), although simply waiting to offer a couple well-prepared comments throughout the course and staying silent otherwise will not earn you a very good participation grade. Your goal should be to contribute in a meaningful and (reasonably) consistent way to the class discussions. Quality in-class comments 1) go beyond the facts of a particular reading or case and offer unique insights, 2) provide links between the topic under discussion and other cases, the reading, or outside situations, and/or 3) extend, build upon, or constructively critique others' contributions. Those who will receive the highest participation grades not only speak up with reasonable frequency but *are willing to take risks* with their comments.

Your contribution to class discussion score will be jointly determined by me and your fellow classmates. An online survey will be distributed via email at 6:00pm on Wednesday, January 17th, 2018. When you complete this study via an online survey system, a completion code will be automatically generated. You should record and upload this code to NYU Classes > Assignments > Class participation & group member contribution survey (Save assignment as LastName FirstName [Completion code]). This survey must be completed by Saturday, January 20th, 2018, 5:00pm. (Lateness of up to 24 hours results in a 50% reduction in your own score. Lateness by more than 24 hours will result in you receiving a zero for participation.) The feedback will be both numerical and free-response. How you are evaluated by your classmates will count toward 4% of your final grade for the course (and how I perceive your class contribution will count toward 4% of your final grade). Responses will be anonymous in the sense that you will not find out how any of your individual teammates evaluated you and they will not find out how you evaluated them (i.e., the identity of an individual feedback sender's evaluations of a target feedback receiver will not be known to the feedback receiver). This is designed to encourage the most honest evaluations.

Short assignments, class preparation, and engagement (6%). You are expected to be fully engaged with in-class exercises and case discussions throughout the semester. You also are expected to complete a few short assignments during the semester including a decision-making survey.

A note on cases and readings. You will be a valuable contributor to class only if you come prepared. You are fully expected to complete all of the readings and come to class prepared with insights and questions for the in-class discussion. We will engage in several case analyses as a class, and it is important to everyone's learning experience that you read the case thoroughly and think about the events critically *before* we discuss the case in class. This does not mean you have to bring complete answers or a memory for all the details of the case. It does mean you need to bring questions and opinions (which you are prepared to defend).

Dates are provided for each case in the course schedule (p. 8-9). This is the date on which we will discuss the case so you will need to read the case before that date.

A note on attendance, in-class exercises, case discussions, and participation. You cannot participate if you don't come to class, so in this sense attendance is associated with your participation grade—i.e., *if you frequently miss classes and/or never speak it is extremely*

unlikely you will receive a final grade in the A range as 16% of your final grade will be a zero. In-class exercises and case discussions are valuable only if they are completed in class so you will not be able to make up these exercises if you are not in class to complete them.

It is hard to distinguish between what absences should and should not be excused. To deal with this, I use the following “leave” policy: You have one personal/sick day to use at your discretion. This means that your participation grade will be unaffected if you were to miss one in-class exercise or case discussion. Be careful in how you use this day. If you were to use this day to sleep in, you might regret it later when you have to miss class because of a raging headache or stomach bug.

In the case of unexpected prolonged absences due to personal emergencies where it would not be reasonable for you to notify me beforehand of your absence, I may request some sort of documentation after the emergency in order for us to make arrangements for the missed time. Note. A slip from the student health center saying that you went to the student health center is not sufficient documentation.

Professionalism: I care a great deal about fostering honest in-class discussion and aim to make the class atmosphere as relaxed and psychologically “safe” as possible. This is by design. I firmly believe that students are most likely to truly learn and engage in the course material in this type of environment. And, it’s the most fun too! Even in this environment, we cannot forget our obligations to treat each other with respect and courtesy. These obligations include, but are not limited to the following:

- Refraining from using electronic devices of any kind. They distract not just you, but everyone around you. The personal use of computers, phones, tablets, etc. degrade everyone’s learning experience.
- Not being disruptive by coming late to class (even a minute late) or engaging in personal conversations with classmates during class.
- Never using racial, ethnic, religious, or any other prejudicial slur.
- Following instructions by, for instance, not emailing assignments that are supposed to be uploaded and not emailing someone with a question that is answered in this syllabus.
- Informing me and/or your group members well in advance of any issues.

I include professionalism as part of your grade simply to ensure that we remember these obligations. If you were to engage in unprofessional behavior (which I do not anticipate any of you will do), your professional grade will suffer accordingly.

Organizational research assignment (2%). You can obtain credit by choosing *one* of two options designed to enrich your understanding of the value of research to the formulation of sound management practice (as well as to the reputation/status of Stern). *Information on the assignment is provided at the end of the syllabus* (p.12-13).

TEAMWORK/FINAL GROUP PROJECT AND PRESENTATION

Working in teams is an important part of this course. Although some class time may be devoted to working in teams, 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.

Four to six member teams will be determined by self-selection. The number of enrolled students in the course will determine the size of the teams. For this assignment, it is advisable that you form a team with people who share an interest in studying a particular organization and who have a schedule that is similar to your schedule.

For full details about the final group project, please see the handout "Final group project and presentation."

- **Final Group Project Rosters**

- A document that lists each team member's first and last name needs to be uploaded to NYU Classes > Assignments > Final Project Teams by **Wednesday, January 3rd, 2018 at 5:00pm**
- If you have not found a team to work with by this date, you will be assigned a team (Maximum 6 members per team).

Final Project (Cumulatively 40% of final grade: 22% paper; 14% presentation; 4% teammate evaluation)

Your team is required to complete a final team research project. Full details about the final group project, please see the handout "Final group project and presentation."

The deliverables of this project include:

- **Executive summary:** An executive summary (1-1.5 pages)
 - This needs to be uploaded to NYU Classes > Assignments > Final Team Project: Executive Summary by **Wednesday, January 10th, 2018 by 5:00pm**. The draft executive summary needs to include each team member's first and last name.
- **Presentation:**
 - A 15-minute presentation during one of the last class of the course (**Thursday, January 18th, 2018 by 5:00pm**). The number of teams will determine the exact time each team has to present.
- **Final paper:**
 - A final paper due by **Friday, January 19, 2018 by 5:00pm**. Upload one copy of the paper with each team member's name on it to NYU Classes > Assignments > Final Team Project: Paper.
 - Save assignment as [Organization's Name]_Final Paper
- **Teammate evaluation**
 - Each student will be required to evaluate the contributions of their fellow teammates on the final presentation and paper. Together with class participation peer-rating, an online survey will be distributed via email at 6:00pm on Wednesday, January 17th, 2018. When you complete this study via an online survey system, a completion code will be automatically generated. You should record and upload this code to NYU Classes > Assignments > Class participation & group member contribution survey. This survey must be completed by Saturday, January 20th, 2018, 5:00pm. (Lateness

of up to 24 hours results in a 50% reduction in your own score. Lateness by more than 24 hours will result in you receiving a zero for participation.) The feedback will be both numerical and free-response. How you are evaluated by your teammates will count toward *4% of your final grade for the course*. Responses will be anonymous in the sense that you will not find out how any of your individual teammates evaluated you and they will not find out how you evaluated them (i.e., the identity of an individual feedback sender's evaluations of a target feedback receiver will not be known to the feedback receiver). This is designed to encourage the most honest evaluations.

- Save assignment as LastName_FirstName_[Completion code].

IMPORTANT DATES	
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1/3/2018 (Wed)	<p>Deadline for selecting team members for final project: Due by 5:00pm.</p> <ul style="list-style-type: none"> • <u>One person</u> from the group upload document with first and last name of each group member to NYU Classes > Assignments > Final Group Project Rosters
1/9/2018 (Tue)	Exam 1 (In Class).
1/10/2018 (Wed) - 1/14/2018 (Sun)	<p>Organizational research participation opportunity (Remember to sign-up beforehand)</p> <ul style="list-style-type: none"> • If choosing Option 1 (participating in organizational research): A link to the survey will be emailed to you by 1/10/2018 at 6:00pm. You must complete the online survey by 1/14/2018 at 5:00pm <ul style="list-style-type: none"> ○ Upload your completion code to NYU Classes > Assignments > Organizational Research: Option 1. ○ Save assignment as LastName_FirstName_[Completion code] • If choosing Option 2 (research proposal): You must upload the proposal by 1/14/2018 at 5:00pm <ul style="list-style-type: none"> ○ Upload to NYU Classes > Assignments > Organizational Research: Option 2. ○ Save assignment as LastName_FirstName_OR_Option2. <i>Only if you did not complete Option 1.</i>
1/10/2018 (Wed)	Final Group Project Executive Summary. Due by 5:00pm. One person from the group needs to upload it to NYU Classes > Assignments > Final Team Project: Executive Summary. Include each team member's first and last name.
1/16/2018 (Tue)	Exam 2 (In Class)
1/17/2018 (Wed)	Class participation & group member contribution survey distributed at 6:00pm. A link to the survey will be emailed to you.
1/18/2018 (Thurs)	Final Group Presentations
1/19/2018 (Fri)	<p>Final Group Paper: Due by 5:00pm</p> <ul style="list-style-type: none"> • Upload one copy of the paper with each team member's name on it to NYU Classes > Assignments > Final Team Project: Paper. • Save assignment as [Organization's Name]_FinalPaper
1/20/2018 (Sat)	<p>Class participation & group member contribution survey: Due by 5:00pm</p> <ul style="list-style-type: none"> • Upload your completion code to NYU Classes > Assignments > Class participation & group member contribution survey. • Save assignment as LastName_FirstName_[Completion code].

COURSE SCHEDULE (SUBJECT TO CHANGE)					
Area	Topic	Class	Date	Case	Readings
	Course Introduction	1	1/2	None	None
Organizations	1. Frameworks for understanding orgs	1	1/2	None	The congruence model
	2. Strategy	2	1/3	Ikea	The five competitive forces that shape strategy
	3. Structure	2	1/3	<i>Zappos Listen to podcast or read transcript</i>	None
	4. Culture	3	1/4	Inside Amazon	A note on organizational culture
	5. Leadership	4	1/5	MBA hackers	Inspiring others: The language of leadership
Groups		5	1/9	EXAM 1: IN CLASS	
	6. "I" vs "we" dilemmas	5	1/9	None	The great conundrum: You vs. the Team
	7. Decision-making	6	1/10	None	Agreement and thinking alike
	8. Conflict	6	1/10	Group exercise (in class)	How management teams can have a good fight

	9. Creativity and innovation	7	1/11	The Bakeoff	None
	10. Influence and networks	7	1/11	Heidi Roizen	None
People	11. Motivation and incentives	8	1/12	Lincoln Electric	On the folly of rewarding A, while hoping for B
				In-class exercise (TBD)	None
		9	1/16	EXAM 2: IN CLASS	
	Elective topic (TBD)	9	1/16	None	None
	Course wrap-up				
	Final group presentations	10	1/18	FINAL GROUP PRESENTATIONS	

*****IMPORTANT NOTES:**

Cases & readings:

- Can be found on NYU classes > resources
- Must read/prepare before class
- Cases and readings may be covered in exams

Handouts:

- Will be uploaded to NYU classes > resources after each class
- Use handouts as your helpful tool for exam preparation

STERN GRADING POLICY

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have adopted a grading guideline for core courses with enrollments of more than 25 students in which approximately 35% of students will receive an “A” or “A-“ grade. In core classes of less than 25 students, the instructor is at liberty to give whatever grades they think the students deserve, while maintaining rigorous academic standards.”

In line with Grading Guidelines for the NYU Stern Undergraduate College, the process of assigning of grades is intended to be one of unbiased evaluation. This means that students are encouraged to respect the integrity and authority of the professor’s grading system and discouraged from pursuing arbitrary challenges to it. If a student feels that an inadvertent error has been made in the grading of an individual assignment or in assessing an overall course grade, a request to have that grade re-evaluated may be submitted. Students must submit such requests in writing to the professor within 7 days of receiving the grade, including a written statement of why he or she believes that an error in grading has been made.

REGRADES

Grading is based upon detailed, consistent and fair criteria, and great efforts are made to ensure that grades are accurate, unbiased, and error-free. All graded materials will be reviewed before a final grade is given. Typically, therefore, regrades are not provided. If you strongly believe that an error was made during grading, you may appeal the grading decision.

In order to appeal a grade, you must write me a memo describing the perceived error and submit it within one week of receiving the grade. I will then review the entire assignment, **meaning that your grade may increase or decrease**. These policies exist to make grading as fair as possible across all students.

A note about “pre-grading.” I will NOT be able to review your assignments prior to you turning in the assignment. That said, I am happy to discuss your general ideas for your case analysis and team projects. If you feel stuck or confused, please come see me. These types of discussions should occur in person during office hours and NOT over email.

ACADEMIC INTEGRITY

Integrity is critical to the learning process and to all that we do here at NYU Stern. As members of our community, all students agree to abide by the NYU Stern Student Code of Conduct, which includes a commitment to:

- Exercise integrity in all aspects of one's academic work including, but not limited to, the preparation and completion of exams, papers and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- Clearly acknowledge the work and efforts of others when submitting written work as one’s own. Ideas, data, direct quotations (which should be designated with quotation marks), paraphrasing, creative expression, or any other incorporation of the work of others should be fully referenced.
- Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support

also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to adversely affect the NYU Stern community. The entire Stern Student Code of Conduct applies to all students enrolled in Stern courses and can be found here: www.stern.nyu.edu/uc/codeofconduct

To help ensure the integrity of our learning community, prose assignments you submit to NYU Classes will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived Web pages, periodicals, journals, and publications. Additionally, your document will become part of the Turnitin database.

CONDUCT AND BEHAVIOR

Students are also expected to maintain and abide by the highest standards of professional conduct and behavior. Please familiarize yourself with the following:

- Stern's Policy in Regard to In-Class Behavior & Expectations (<http://www.stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/academic-policies/>)
- The NYU Disruptive Behavior Policy (<http://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/bullying--threatening--and-other-disruptive-behavior-guidelines.html>)

STUDENTS WITH DISABILITIES

If you have a qualified disability and will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Students with Disabilities (CSD, 212-998-4980, www.nyu.edu/csd) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the CSD, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.

ORGANIZATIONAL RESEARCH ASSIGNMENT

The Organizational Research Requirement is worth *2% of your final grade for the course* (see Participation section). 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. You can obtain credit for the Organizational Research Assignment through either of the following two options (you choose either 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: Stern Research Study: The first option is participation in the Management Department Faculty Research. 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 an approximately 90-minute 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 complete this study via an online survey system, a completion code will be automatically generated. You should record and upload this code to NYU Classes > Assignments > Organizational Research: Option 1 (Save assignment as LastName_FirstName_[Completion code]), as a confirmation so that you receive credit for this assignment. Please note that your responses in the experiment cannot be connected to your identity in any way. You will receive written debriefings approximately one week upon completion.

Participation in the Stern Research Study is easy and should be enjoyable for most students. It only requires signing up (I will send out a signing-up email approximately the end of our first week), completing the study online, 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. 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.

A link to the study will be emailed to you at Wednesday, January 10th, 2018 at 6:00pm. You must complete this study and submit your completion code to NYU Classes by Sunday, January 14th, 2018 at 5:00pm. Save assignment as LastName FirstName [Completion code]

At the beginning of the research study, 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. 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.

Option 2: Research Proposal Report: The other option is to write a 2-page research proposal. The assignment is due Sunday, January 14th, 2018 at 5:00pm. The assignment needs to be

uploaded to NYU Classes > Assignments >Organizational Research: Option 2. Save assignment as LastName_FirstName_OR_Option2. No exceptions will be made, so plan ahead.

To complete this assignment, refer to the article “Theory and research: Tools for learning about behavior in organizations” posted on NYU Classes. Based on the material covered in class and that reading, this assignment involves developing a research question and designing a study (either an experiment or a survey) to test that research question. Your research question should draw on class material, current events, or personal experience, and any topic that is relevant to Management and Organizations is fine. Your question should also define the focus of the study you design and the report you write. Prepare a two-page report (double-spaced, excluding reference list) that clearly describes your research question and the proposed study you would design in order to test your hypothesis, addressing the following questions:

1. What is your proposed question / hypothesis?
2. Why is it interesting and important for management practice?
3. How will you test your question (including the sample, research approach and design, data collection and measurement)?
4. What are the strengths/weaknesses of this method for answering your question/ testing your hypothesis?

Note that you do not need to actually collect any data – simply write up a description for a study that answers the four questions above.

Management & Organizations Winter 2018

I have received a copy of Siyu Yu's syllabus for the above course. I have read, understand, and agree to the format of this course and the policies described in the syllabus (in addition to those outlined in Stern's Code of Conduct). I acknowledge and understand that failure to comply with any of the terms of the syllabus will adversely affect my grade for this course.

Print name: _____

Student ID#: _____

Signature: _____

Date: _____

Please detach this page from the syllabus and bring it to class on 1/2/2018