University of Delaware
Alfred Lerner School of Business
Business Administration
SPRING 2013

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Office Hours: By Appointment

BUAD 870 - Sections 050 and 051
Leadership and Organizational Behavior

“No person will make a great business who wants to do it all himself or get all the credit.”
- Andrew Carnegie

Overview
As our world becomes more complex, global and interconnected, the demands on you as a leader, manager and employee become increasingly challenging. Success depends on your ability to engage and interact with people, working together toward a common goal. Our class seeks to build knowledge and skills that can enable you to most effectively lead and participate in organizational life. We will address these questions by learning about the psychological and sociological foundations of human behavior, and will engage in discussions and exercises to build effective individual and managerial skills and explore your leadership.

In this course, we seek to identify knowledge and develop skills through interactive cases, class discussion and exercises, as well as your engagement with writing and projects. We will work through four modules that build learning at different levels of analysis - individual, interpersonal, group and organizational.

Learning Objectives of the Course
- Understand and be able to apply theories about organizational behavior.
- Expand skills to diagnose complex organizational problems and make decisions in the face of limited information and multiple stakeholders.
- Develop knowledge and skills to increase personal awareness, explore your potential and manage yourself and others.

Readings and Material
Material for this course can be found in three different places. The syllabus lists where you can find each of the readings. You are responsible for ensuring that you have the materials for each class:
- HBSP – Harvard Business School Publishing. Cases and readings labeled HBSP can be found in a coursepack created for this course. You will need to create an account to purchase the coursepack – You can purchase this coursepack at: https://cb.hbsp.harvard.edu/cbmp/access/18209939.
- Library – Readings labeled Library can be downloaded for free from the University of Delaware library from the “Business Sources Premier” database.
- Sakai – Readings labeled SAKAI can be found on our website in Resources/Additional Readings.

Sections - This syllabus covers two sections:
- BUAD 050– Tuesday night 6:00-8:45, Arshit Hall
- BUAD 051 – Wednesday night 6:00-8:45, Purnell 235

Sakai - We will use Sakai to communicate in this course for:
- Teaching slides – I will post the power point slides for a class session after each class.
- Discussion board –Online participation on discussion boards will be considered as part of the class participation grade (see information on class participation).
- Submitting course assignments.

Updated: February 1, 2013
Grading - Personal Performance Evaluation
My intention is to create an atmosphere that enables you to expand your skills and knowledge. In order to provide an assessment that supports this learning, I am allowing you to create your own performance evaluation metrics that will enable you to draw from your own strengths, and take risks with the material.

Below is a range of allocations for each of the assignments. More information about this grading process, and each of the assignments, can be found on Sakai and will be handed out in class. Your allocations are due by February 20th. If you do not submit your own grade allocation by then your grades will be allocated using the default allotment.

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<thead>
<tr>
<th>Grade Range</th>
<th>Default Allotment</th>
<th>Assignment/Exercise</th>
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<tbody>
<tr>
<td>10%</td>
<td>10%</td>
<td>Case Analysis #1</td>
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<td>15%</td>
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<td>Reflected Best Self</td>
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<td>15% - 45%</td>
<td>25%</td>
<td>Case Analysis #2</td>
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<td>15% - 45%</td>
<td>25%</td>
<td>Class Participation</td>
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<td>15% - 45%</td>
<td>25%</td>
<td>Final Project</td>
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Questions and reactions
I look forward to hearing your questions and reactions to the material and to the course. The best way to contact me is through email smithw@udel.edu.

Course Values
Engagement and Participation – Your learning and your classmates’ in this class depends on your engagement with the materials and participation in class discussions. To help us all keep focused on the class discussion please keep all cell phones and computers OFF during class time. Please see me if there are circumstances that require you to keep your cell phone or computer on.

Communal respect – This course is mostly discussion-oriented, and is most effective when we can build a community of scholars helping one another learn and explore the material. Our collective learning depends on our ability to respect one another’s opinions in our comments in class, and respect that some of our class discussion should not be shared more broadly outside of class.

Academic honesty – Academic honesty is expected in this course. Please be aware that plagiarism is a serious violation in this course, and throughout your academic career. More information about academic honesty at the University of Delaware can be found at http://www.udel.edu/stuguide/06-07/code.html#honesty.

Updated: February 1, 2013
Detailed Course Outline

Note: Please follow the appropriate dates for your section. All materials can be found in the coursepack, unless otherwise noted.

INTRODUCTION

February 5, 6 - Overview - Organizations as complex systems.
Readings

Questions to consider in advance of the class
- What is organizational behavior and why is it important to study?
- What is an effective organization?
- Who is an effective manager?
- What are your goals for this course?

INDIVIDUAL LEVEL

Feb 12, 13– Personality
Readings
- Thomas and Heaphy. 1998. International Use of the Myers Briggs Type Indicator. (HBSP)

Questions to consider in advance of the class
- What did you learn from the personality test? Was anything surprising about the results?
- What do personality tests tell us in general? What do they mask? What do they reveal?
- When might personality information be helpful in a business? What might be some limitations?

Assignments due in class
- In advance of this class, please fill out a personality assessment online for the Meyers Briggs Type Indicator. This test is confidential and anonymous, and no identifying information is kept about you personally. One test can be found at http://www.humanmetrics.com/ (see Jung Typology Test). Even if you already know your MBTI, please fill this out again. Please print out your results from the web browser and bring them to class. You will need to know your MBTI type for an exercise in class.

February 19, 20 – Motivation
Readings
- CASE: Mary Kay Cosmetics (HBSP)

Questions to consider in advance of class
- How does Mary Kay motivate her employees?
- What is effective/ineffective?
- If Herzberg or Deci and Ryan consulted to Mary Kay in 1989, what would he recommend that they do?

Assignments due in class
- Personal performance evaluation due by Friday on SAKAI.
- Please email me the names/emails of your final project group members by the end of the week.
INTERPERSONAL LEVEL

February 26, 27 - Ethical Decision Making

Readings
• CASE: Martha McCaskey. HBS Case Study, 9-403-114. (HBSP)

Questions to consider in advance of the class
• As Martha McCaskey, what is your plan of action for finishing the Silicon 6 project?
• What is troubling Martha McCaskey? Do you agree with her assessment of the situation? Was the situation avoidable? How did McCaskey end up in this situation?
• How would Badaracco advise McCaskey to behave in this situation?
• Have you ever experienced an ethical decision between right and right? What did you do?

Assignments due in class
• Martha McCaskey Case – Please submit one copy Sakai and share copies with your group.

March 5, 6 – Guest Speakers – Details to be announced in class.

Assignment
• Please submit onto Sakai 1) McCaskey feedback you WROTE; 2) McCaskey reflection paper

March 12, 13 – Managing Diversity and Difficult Conversations

Readings
• Davidson, M. 2003. The path to leveraging differences. (HBSP)
• Hackley, 2005. How to say what matters most (HBSP)

Questions to consider in advance of the class
• What were your reactions to taking the IAT?
• What difficult conversations have you had? How did they do?

Assignments due in class
• Please go to http://implicit.harvard.edu to take an implicit attitude test. Please take at least the ‘Asia IAT’, as well as any others you would like to try. (I recommend the ‘race’ or ‘age’ IAT).
• Please fill out the “Conversation Pre-Work” found on Sakai.

March 19, 20 – Leading with Emotional Intelligence

Readings
• CASE: Alibaba’s Jack Ma (HBSP)

Assignments due:
• Please submit the names of your final group members on Sakai.

March 26, 27 – SPRING BREAK... ENJOY!

April 2, 3 – Power and Influence

Readings

Updated: DRAFT: February 1, 2013
Questions to consider in advance of the class
- How did Benton get into this situation?
- Could she have done anything differently?
- What should she do now? Be specific.
- Have you been in a situation where you had to manage your boss? What was effective/ineffective?

Assignments Due
- Reflected Best Self due – either turned in on Sakai or in class.

GROUPS/TEAMS

April 9, 10 – Team Structure
Readings
- CASE: C&S Wholesale Grocers: Self Managed Teams. (HBSP)
- Hackman and Coutu, Why Teams Don’t Work. (Sakai)

Questions to consider in advance of the class
- What are the assumptions behind Rick Cohen’s decision to transition to a team concept of employment?
- What are the costs and benefits of making this organizational work process change?
- How would you implement the decision to move to teams?

Assignments Due
- Final Project Proposal due on Sakai

April 16, 17 – Team Dynamics – Exercise to be developed in class

ORGANIZATIONAL/SYSTEM LEVEL

April 23, 24 – Managing complex organizations and competing strategic demands
Readings
- CASE: Digital Divide Data: A Social Enterprise in Action (HBSP)

Questions to consider in advance of the class
- DDD’s goals are to achieve both a financial and social mission. How effective are they in their financial mission? In their social mission?
- What should DDD do going forward? Should they continue to strive for both a financial and social mission? If so, how? If not, what should they do?
- What should Hockenstein do?
- How can organizations best manage social and financial goals?

April 30, May 1 – Class Choice
This class offers you the opportunity to decide what additional issue you want to learn about. We will vote as a class to decide what we will learn.

May 7, 8 - Group Project Presentations/Wrap Up

Questions to consider in advance of the class

- What top three (or more) ideas did you learn from this class?
- How do you think you might implement these ideas in your life/job?

Assignment

- Final Project paper and presentations.
  - Please email me a copy of your presentation by 4 pm so that it will be ready for the evening.
  - Please bring a paper copy of your group paper to class.
  - Please submit your individual analysis online by May 14/15.
# Class Schedule and Assignments: Overview - SPRING 2013

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<th>Tues</th>
<th>Wed</th>
<th>Topics</th>
<th>Cases</th>
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<td>12-Feb</td>
<td>13-Feb</td>
<td>13-Feb Personality</td>
<td>Mary Kay</td>
<td>Horzberg (1968) Ryan and Deci (200)</td>
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<td>26-Feb</td>
<td>27-Feb</td>
<td>27-Feb Ethical Decision Making</td>
<td>Martha McCaskey</td>
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<td>5-Mar</td>
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<td>6-Mar GUEST SPEAKERS</td>
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<td>McCaskey Feedback and Reflection</td>
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<td>26-Mar</td>
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<td>27-Mar SPRING BREAK - ENJOY!</td>
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<td>9-Apr</td>
<td>10-Apr</td>
<td>10-Apr Team Structure</td>
<td>C&amp;S Grocer</td>
<td>Hackman and Coulu</td>
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<td>23-Apr</td>
<td>24-Apr</td>
<td>24-Apr Leading Today - Social Enterprises</td>
<td>DDD</td>
<td>Smith, Binns, Tushman (2010)</td>
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<td>1-May</td>
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