B.A. 150 - Organizational Behavior (Section 2)

Instructor: karlene H. Roberts, F549 Haas School of Business, 643-5221, karlenehaas.berkeley.edu
Office hours Fridays, 9:30 - 10:30, and by appointment

The purpose of this course is to introduce you to some management concepts important in managing and/or existing in organizations. We will divide the course into three sections reflecting three major questions people should ask when they become members of organizations. The three major questions are:

(1) How are we organized around here?
(2) How do we get things done around here?
(3) How do I get things done through other people?

The first major question, "How are we organized around here?", has to do with issues of organizational structure, technology, culture, and socialization. The second issue, "How do we get things done around here?", is concerned with group processes in organizations, communication, decision making, and power and politics. The third issue, "How do I get things done through other people?", focuses our attention on leadership, motivation, and organizational change.

The course is managerial in orientation. We wish to understand organizations to make them more effective. The course is also theoretical. Good people management requires systematic thinking; a theory of structure, leadership, culture and the like, from which practical guidelines flow. Sheer hands-on, seat-of-the-pants intuition rarely succeeds over the long haul.

IF YOU CANNOT ATTEND ALL CLASS SESSIONS AND IF YOU CANNOT LIVE WITH ALL THE CLASS REQUIREMENTS, DO NOT TAKE THIS SECTION OF THE COURSE. ATTENDANCE WILL BE TAKEN INTERMITTENTLY. SOME GUEST SPEAKERS WILL VISIT THE CLASS. AT THOSE TIMES FRIDAY SESSIONS WILL NOT MEET AND THE CLASS WILL MEET ON THURSDAYS FROM 5 TO 6 IN ANDERSEN AUDITORIUM. WE WILL VIDEO TAPE THESE SESSIONS. PLEASE READ THE SYLLABUS CAREFULLY FOR THESE SUBSTITUTIONS TO BE SURE YOU CAN BE FREE.

Assignments

A midterm consisting of essay questions constitutes 25% of your grade. Sample essay questions are provided in the appendix. The midterm will cover issues raised from the beginning of class to the date of the midterm. A group project (described here)
constitutes 30% of the grade. A final exam consisting of essay questions is worth 35% of the grade. The final is cumulative in the sense that students who reflect back on issues covered from the beginning of the course will receive the better grades. Samples of final exam questions are in the appendix. There will be no make ups for the midterms or final so be sure you can attend both. Grades on both tests will be based on your ability to answer the questions and your ability to organize and phrase answers in good English. The exam grades will be curved (unless I find some extraordinary reason to give you all As or Fs) issue:

A range = 30% of the class
B range = 40% of the class
C range = 25% of the class
Below C = 5% of the class

For each issue we cover in class my lectures will address:

1. The history of the issue.
2. The basic controversies surrounding the issue.
3. Some major theories and their application.

Sections will be devoted to discussion, and analyzing written and video cases. All these activities plus the assigned reading are fair game for exam questions. Except for videos of guest speakers, students may not view video tapes other than during class and they may not make up other exercises and cases.

class participation (10% of the grade)

The evaluation of your class participation has three components; a) contribution to class discussion particularly in section (drawing on both reading and lecture material), b) group oral presentations, peer evaluations. Project teams are to report to me no later than October 25th regarding the participation of each team member. You are expected to read the assignments before each class session and it is fair game for me to ask you personally about them during class. You will be called on to analyze written and video cases. Evaluations of this part of your participation will be based on your ability to contribute comments that are insightful, relevant, and progressive (move the discussion along).

Text

Cases
Available at the ASUC Custom Publishing Service (Corning Glass Works and People Express). Available at ASUC.
1. What’s this all about? An introduction to organizations and managing. We will go over the syllabus. Complete the quiz on the syllabus (in appendix) and turn it in.

Friday, August 30th

The reason to view the tape is to try to gain some sensitivity about how business is shaping up in the 1990s. It provides a dynamic view of business development that we’ll want to keep in mind as we proceed through the relatively more static readings during the semester. Answer the three questions in the “Notes on Chaos” section of the appendix. Hand them in on Wednesday, September 4th. This is how I will take roll on September 4th.

Read: Greenberg & Baron, ch. 1.
Video: Tom Peters: Thriving on Chaos

SECTION I. HOW ARE WE ORGANIZED AROUND HERE?

2. Wednesday, September 4th

The bottom line. Organisational structure, design, and technology. What precipitates the structuring of organizations? How does technology influence all this?

Read: Greenberg & Baron, ch. 15.

Friday, September 6th

Before coming to class answer the quiz on page 618 of Greenberg and Baron and be prepared to discuss whether you favor a mechanistic or organic organization and why.

Case: "Corning Glass Works"

We’ll use lecture material and Baron and Greenberg ch. 15 to discuss this case. Describe CGW’s culture and structure. How have changes in the environment affected its "fit?" How do Bennett and Rogers leadership styles impact problems in the structure? What organizational changes do you recommend? Be sure to read the attached memo on the case method (in appendix) before getting started.
Wednesday, September 11th

Designing teams and networks. Teams and networks are a part of organizational structure. Here we discuss how they may be variously designed and used.

Read: Greenberg & Baron, ch. 14.

Friday, September 13th

Mike Wilson
Haas Computer Center
A discussion on how we can learn the available media equipment and how to use it for our project reports.

Gary Peete
Librarian
Long Library
A discussion on searching library data bases to obtain relevant literature for projects.

Wednesday, September 18th

Socializing people into organizations and organizational culture. How do we socialize people into organizations? What is organizational culture? Does culture help in the socialization process?

Read: Greenberg & Baron, ch. 6.

Friday, September 20th

Video: 48 hours (1990)
Case: People Express

We'll use lecture material and material from Greenberg & Baron's chs. 14 and 6 to discuss these cases. For "48 Hours," how are people socialized into this organization? What does it do to retain them? How does it reward them consistently to engage in more socialization and to maintain its culture? How are culture and technology linked? How do you think careers in the organization change over time? For "People Express" what was the business environment like in the airline industry at the time PE was founded? What was Donald Burr's vision for PE and what were the company's key values? How did culture guide structure and strategy? How did PE socialize its people? What were the problems with PE's structure and culture? Evaluate Burr's style as a visionary.
SECTION II. HOW DO WE GET THINGS DONE THROUGH OTHER PEOPLE?

5 September 25th

How do we get things done around here? Group processes in organizations. What are these processes? How does conflict develop and how is it managed?

Read: Greenberg & Baron, ch. 8.

Friday, September 27th

A living case of group processes. Team selection for project. A team project will be conducted in this course. Groups will study real organizations making use of the conceptual and methodological tools of the course. You should choose an aspect of organizational behavior to which the course devotes attention and which interests you. Possibilities include organizational design, motivation, leadership, group dynamics, power, etc. Your study should be analytical and problem oriented, not just descriptive, although good description making use of the concepts and categories of the course is an important component. The field work for the project should be done early; however, you will have the week of October 30th free of class. To this end, consider your team a consulting group. Specifically, you should do the following:

1. Select a specific contact person in the organization of your choice,

2. Familiarize yourself with the organization you choose. You may want to ask your contact person for materials such as organization charts, demographic characteristics (e.g. size, number and organization of departments, personnel classes), annual reports, mission statements, or any other relevant information. Your organization may have been discussed in either a book or in the press in general. Apply for a job in the organization, get the 10K reports.

3. Select a particular problem or issue or set of issues to study (they may be issues, successes, or failures). The range of options is large. The most important criteria for problem selection are that it a) concerns organizational behavior; b) is relevant and important to the organization you select; and c) is of current interest to members of the organization. Some examples are:

   - low commitment or motivation among employees
- low productivity
- an award winning culture
- poorly defined tasks
- high productivity
- inappropriate culture
- problems from downsizing or restructuring

4. Do a library search of both your organization and the constructs you plan to study. Provide references to the literature in your report.

5. Once you've chosen an organization to study and one or a few issues to explore your analysis should be clear, logical, and based on what you learn by reading and attending class. Each group will turn in one paper which should have the following elements:

- a brief description of the organization in organizational terms — what business is it in and how is it structured;

- a brief description of your contact(s) who you may also see as the person (or people) you're working for;

- a description of the issue(s) or problem(s) — is it (are they) chronic, does it (do they) involve employees at all levels, etc.?

- a clear analysis of the problem(s) or issue(s), why is it (are they) occurring, who's paying attention to it (them), how are they dealing with it (them)?

- a detailed plan of action or remedy — if it's a very good organization how can they keep it that way;

- who will benefit and who will lose from your plan;

- what course materials provide evidence your plan will work;

- what constraints might you encounter if you actually had to implement the plan, how might you overcome resistance?

Teams will contact members of organizations and set up interviews with them. This means you have a very few weeks to make contacts and develop interview schedules. Teams will need to discipline themselves, set up regular meetings and begin work from the very beginning of the course.

On Friday, October 25th each group will give the class a presentation of no longer than ten minutes in which the groups will introduce each of their members to the class and provide a
summary of their project, including the organization they are studying and the content of that study. They should also mention something about their points of contact in the organization and what they hope to do. At this time Groups will also hand in a one page proposal that lists the name, e-mail, and phone number of each group member, the name of the organization you're studying, the job level of your contact person(s), and a brief description of the issue(s) you intend to analyze. Each group member must also submit a statement about the quality of his/her participation in the group and the quality of each other member's participation. If a group is having trouble with participation by any member it should see the instructor before October 25th.

Former students have come up with a potpourri of things they thought might help you. These include:

1. Start early delineating your problem
2. Name your group
3. Find regular meeting times
4. Define your intermediate and final goals
5. Define what people want to contribute/get out of the experience
6. Don't let theatrics overwhelm content in your group project presentations
7. Think about using only a part of your group in the presentations
8. Develop leadership
9. Develop a war fund
10. Have early team meetings
11. Develop rewards (i.e., a pot for a gift certificate at Yogurt Park)
12. Sub group your group if necessary

Students should feel free to be imaginative about the direction their projects take. You may study any kind of organization you wish except cults. You should do as many things as you can think of to gain a working familiarity with the processes you are studying. For some topic areas it may be appropriate to ask to see the 10K reports. It might be useful to apply for a job in the organization. You may want to look at anything published in the media or in book form about the organization.

Final reports may not exceed twenty pages. Do not submit them in clear plastic folders with a ribbon. You need not turn your report in until the day before the first final exam on the Berkeley campus (giving you a chance to do a smashing job). However, you will be required to give an oral presentation to the class which the instructor will grade which constitutes 5% of the group project grade (criteria for grading are in the appendix). The instructor will allot each team a specific number of minutes and assign a date for the presentation. Teams are required to think about how they will use the time. They can use it to present a
finished product to the class, complete with flip charts, songs and dances, or whatever else works. They can use it as a feedback session for the class. Students are warned not to let theatrics overcome content.

Read the following as soon as you're assigned a team.


6 Wednesday, October 2nd

MIDTERM

Thursday, October 3rd

Guest: Jeff Mathis
Vice President - Compensation
Charles Schwab

7 Wednesday, October 9th

Group processes in organizations. Decision making. What are various approaches to understanding how decisions are made in organizations? What are some of the problems associated with decision making in organizations?

Read: Greenberg & Baron, ch. 10.

Friday, October 11th

Video: ABC News "The Cuban Missile Crisis" (October, 1992) Interviews with actual participants some 30 years later. The case analysis draws on material from the lecture and reading.

8 Wednesday, October 16th

Group processes in organizations. Power and politics. How are power and politics developed and used in organizations?

Read: Greenberg & Baron, chs. 11 and 12.

Thursday, October 17th

Guest: Lt. Tony Hare
Lieutenant, Patrol Division
Wednesday, October 23rd

Group processes in organizations. They're impossible without good communication. Communication is the glue that ties organizations together. Communication can be looked at as both a structure and process of organizational life. How is information transmitted accurately and how is it distorted in organizations.

Read: Greenberg & Baron, ch. 9.

Friday, October 25th

GROUP PROJECT REPORTS (10 minutes per group)

Wednesday/Friday, October 30th/November 1st

FIELD WORK FOR PROJECTS

SECTION III. HOW DO I GET THINGS DONE THROUGH OTHER PEOPLE?

Wednesday, November 6th

Getting things done through other people. Leadership is the process through which managers attempt to get others organized to complete the tasks required in organizations. What different leadership styles exist in organizations? Which are most effective? Are there organizational constraints that influence how one can lead?

Read: Greenberg & Baron, ch. 13.

Thursday, November 7th

Guest: Kati Miller
Vice President, Human Resources
Bank of America

Wednesday, November 13th

Getting things done through other people. Motivation in organizations.

Read: Greenberg & Baron, chs. 4 and 5.

Thursday, November 14th

9
Guest: Ronald B. Drabkin
Strategic Capacity Planning Group
Intel

13 Wednesday, November 20th
Organisational change. Impetus for change comes from both inside and outside the organization. What are factors that lead to organizational change and how do organizations go about the process of change.

Read: Greenberg & Baron, ch. 16.

Friday, November 22nd
GROUP PROJECT PRESENTATIONS

14 Wednesday, November 27th
GROUP PROJECT PRESENTATIONS

Friday, November 29th
THANKSGIVING BREAK

15 Wednesday, December 4th
REVIEW SESSION

Friday, December 6th
GROUP PROJECT PRESENTATIONS

10
APPENDIX

Answer the following three questions and hand them in Wednesday, September 4th.

1. What does Tom Peters say you will have to do to be a successful manager in the future?

2. What are the characteristics of successful companies he uses as examples?

3. What world and national events will determine how you will have to manage in the future?

SOME NOTES ON "THRIVING ON CHAOS"

Companies that can’t change are fading away.

The stable companies (IBM, GM, etc. aren’t so stable any more)

Predictions are that the best is yet to come or we’re going down the tubes. One or both may be true.

Age of hustling minor companies.

Companies in LA

Thousands of small growth companies
West Coast is where economy of 21st century will be formed
In this nation where do we assume economic center is?

What are the characteristics of a 21st century economy?

Diversity of small companies
Index of growth not # of Fortune 500s but # growth companies
Diversity of work force
Find a niche, meet a market
International market
Majority of people will not be working for Fortune 500
Faster, faster, faster

Why is West Coast growth not noted?

East Coast press stereotypes
West Coast not seen as a serious place

Notation that LA area has the largest concentration of ethnically diverse people in the nation

Discusses networking. What does he mean? Networking with people geographically dispersed through faxes, phones, phone mail, etc.
Do or die, race to survive in chaos

Shrinking 3 year cycles to 3 day cycles in service as well as mfg. sector

The leading service co’s are dragging mfg. into 21st century kicking and screaming

MCI - Flexible multi billion dollar co. A tidy, efficient network of 18,000 people. Their eastern switch in Va finds problems before customers do and fixes them. An undescrribable type of energy in the co (cultural). They had no market share. Beat AT&T in the courts. And then became value added co. It used to be said that one could go from rags to riches to rags in three generations. Surely can do this in less than one generation. We don’t shoot people who make mistakes. We shoot people who don’t take risks. Cowboy mgmt.

They’ve had several businesses: lobby gov’t., raise $$$$. Litigate. They have a game plan. Not like football where everyone knows where will be. But like basketball where everyone knows where at beginning and at end.

No need for middle mgmt. Org. is compressed. Middle mgmt. gathered, distorted, held, and distributed info. That will change. Major shift in the structure. Flattened hierarchy. MCI mail is a tool to breaking down those barriers (4,000 messages a week internally).

Structure and purpose to lack of structure. Search for ideas. Outside mfgs. are full partners. Collection of best firms that can do jobs best. Info technology shrinks hierarchy.

The first 200 years of the Industrial Revolution was about lumps (coal, oil, etc.). The fastest growing economies are in S.E Asia and the only resources they have are people. The lump economy went out and the information economy came in.

Quad Graphics. Cranks out high quality magazines. They do this by learning, training, and teaching. There are only two lawyers of management between the lowest level employee and the CEO. There’s no personnel department. Team leaders do evaluations. You try something and see if it works.

Conversation with Rosabeth Moss Kanter about When Giants Learn to Dance. A career isn’t in a big company today. A career is one in which people are oriented toward project building skills they’ll take elsewhere. A new bargain is afoot, "we’ve got to give you more skills."

It’s time of total chaos and unparalleled opportunity. People who need structure won’t survive.

12
SOME MIDTERM AND FINAL EXAM 'LIKE' QUESTIONS

Midterm

1. How does organizational technology influence organizational structure?

2. Given Tom Peters' perspective on the future of management, what would you predict you would have to know about developing and being responsive to various organizational cultures?

3. What group process factors might you expect to operate in your project groups and why?

Final

1. Your group project team has just been hired by the Director of the Undergraduate School of Business to help address the ongoing problem of curriculum change. To do this job effectively your group has to change. Describe its current properties along lines you think are most important in your group (communication, structure, group processes, leadership, etc.). Then indicate to me directions of change the group should take and strategies you will implement to try to accomplish change.

2. Given your exposure to Kati Miller (Bank of America) and Jeff Mathis (Charles Schwab) how to to you think their companies differently reward their employees.

3. What are some of the "textbook" aspects of decision making you saw in the Cuban Missile crisis example.

CRITERIA FOR EVALUATION GROUP CLASS PRESENTATIONS

Content

How well did the content of the presentation reflect some aspect(s) of the substance of the course?

Interest

How well did the presentation grab the instructor’s interest?

Organization

How well organized was the presentation?

Enthusiasm

How enthusiastic was the group about its project?

13
STUDENT EVALUATION OF TEAM MEMBERS

(To be handed in at the time the paper is handed in if you wish. These may be left in my box in the faculty lounge or under my door. Alternatively, the group may agree to hand them all in with the paper.)

Your name
Project Group name
Section: 
Meeting Time

Name of student being rated

Overall contribution:
Negligible or negative

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Name of student being rated

Overall contribution:
Negligible or negative

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Name of student being rated

Overall contribution:
Negligible or negative

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Name of student being rated

Overall contribution:
Negligible or negative

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3. What material will these examinations cover?

4. What are the components of the grade? When is the midterm and final?

5. Where videos are used will students who have missed class be permitted to see the videos outside of class? ___yes ___no

6. Can students make up missed cases and exercises? ___yes ___no

7. Can students take midterms and finals at times other than those listed on the syllabus? ___yes ___no

8. What is the purpose of showing the Tom Peters film?

9. Do students have an assignment based on the Tom Peters film? ___yes ___no.

10. What will we cover in lecture?
11. What is covered in section?

12. Briefly, what are the five things you need to do to get started with your project?

13. What kinds of organizations can you study for the team project?

14. What is/are the product(s) of the team project?

16. What are you expected to present the class about the project on Friday, October 25th?

17. What are you expected to present the class about the project at the end of the semester?

18. Who grades these "end of the semester" presentations?

19. What days/dates are we having guest speakers?
   
   Where is class those days? _______________
   Do we have Friday section those weeks? ___yes ___no
   Is what guest speakers say fair game on exams? ___yes ___no

20. Do members of project teams evaluate each others performance? ___yes ___no

21. How does attendance at lecture influence my grade?
22. What's in the Appendix of this syllabus?

23. What are some hints on how to prepare a case?

I can live with the conditions of this course

__________________________
Signature