People Management and Organizational Behaviour: Winter 2017 - JRE420 0103

Instructor: Prof Phani Radhakrishnan PhD  
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Office Hours: by appointment right before or after class/tutorials or at other mutually convenient times via Google chat (phani.radhakrishnan@gmail.com)  
Office Location: SF3212

Class Time & Locations (only for those officially registered in Radhakrishnan 0103 section)  
Fridays 3-6p in BA1210  
Break out rooms for simulations and role plays during lecture time: BA2139, BA2195

Tutorials Please register for these tutorials only if you are registered in 0103 Radhakrishnan  
PRA01: Fridays 6-7p BA3012 TA = Tingting Zhang: Email: tt.zhang@mail.utoronto.ca  
PRA02: Fridays 6-7p BA3008 TA = Yao Yao: Email: yaoyao.yao@mail.utoronto.ca

Course Description

This course examines three inter-related topics: individual processes and behaviors (managing oneself), interpersonal processes (managing others), and team/group processes (managing teams and organizations). Example topics include theories of leadership, goal setting, self-awareness, ethics, decision-making, negotiation, team building and organizational culture and climate. These topics are taught in 3 ways:

1. Role play & simulation exercises followed by class discussion
2. Surveys of Personality & Skills
3. Lectures, discussions and readings based on the current research on the topic

For example while learning negotiation you will first participate in a lecture/discussion on the research on negotiation. Then you will complete a survey of your personality dimensions. After that you will engage in a negotiation role play where you will apply the research on negotiation (e.g., the way to present relevant evidence for your request, how to reconcile your needs with the other party’s needs, how to maintain a positive relationship with the other party) while becoming aware of how your personality hinders or helps you in the way you negotiate.

Course Scope and Mission

Managing people well requires many techniques, including how to increase individual performance, avoid the pitfalls of biased decision-making, negotiate successfully with people inside and outside the firm, and align the interests of employees with the interests of the organization. At its essence, this is leadership: the study of understanding, predicting, and successfully managing people. What makes leadership a distinctive skill set is its challenge: few managers and entrepreneurs properly learn how to manage people, and thus fail to successfully manage individuals as a valued resource. This course is designed to help you overcome biases and errors in decision-making, to defeat fallacies and false practices, so that you can properly lead people as well as perform well in your organization.

You will learn fundamentals of how to motivate employees, increase productivity, facilitate team effectiveness, negotiate properly, influence others, and create a work environment that supports these goals. As it will be taught in an experiential manner, where you will not only learn the theories behind various leadership skill sets but also participate in exercises, demonstrations, or case analyses that will complement the lectures so that you can see what skills work and which ones do not.

This foundation course provides the necessary skills to take more advanced electives on these topics (such as courses on Value Based Leadership, Human Resource Management, Negotiations, Environmental and Social Responsibility, Organization Design, all of which are available through the Rotman Commerce program).
Required & recommended readings

1. The required textbook helps you to understand the background of theories / concepts in more detail. It will also be a good starting point for the research on your Team Projects

2. I recommend that you read the articles that are used as a basis for some of the lectures. These are articles typically read by executives and people aspiring to go into management and provide a more nuanced discussion of the topics. They are from journals such as Harvard Business Review and Academy of Management Executive. These articles are available FREE online at the UofT library. The titles of the particular articles and the timetable of which article is covered in which lecture is posted on Blackboard

Structure of Each Class

Each class will consist of a discussion oriented lecture and a role-play exercise followed by discussions. Please attend ONLY the lecture section you are registered for.

In the discussion-oriented lecture, I will explain the material from the assigned readings. I will post my lecture outlines on the class website by 12p or earlier on the day of the class session. You are expected to bring soft/hard copies of the lectures to class so you can refer to them during the session and make additional notes if you need to. For some sessions you will need a laptop/ tablet that allows you to use MS-Excel functions and a Web Browser. Please download the necessary materials if you are not able to get one or to share with someone in the session. During my discussion oriented-lectures, I will pose questions to students. These will be similar the ones I will ask on the exams. To answer these questions well, you will need to complete the readings and know how to apply them to real life situations. You will receive participation credit for answering these questions

The second half of every class will consist of a role-playing exercise/simulation and a debriefing session conducted in breakout rooms. You will apply the readings and your critical thinking skills when playing your assigned role in the exercise. An example role-play is one where a supervisor gives feedback to a subordinate (“Performance Feedback” exercise). Students in the class will break up into teams of two. I will assign one student in each team to play the role of the supervisor and the other student to play the role of the subordinate. I will then give each student information specific to their assigned roles. After reading the role information, each student will write a brief plan (based on questions I give to them) about how to apply the knowledge from the readings and lecture on “Performance Feedback” to the information in their roles (e.g., how should you behave in this situation based on the recommendations made by research in the area). Students will get class participation credit for completing these written answers. Students will then implement their behavioral plans while doing the role-playing exercise. After giving students some time to play their roles, I will ask questions. These questions will require students to analyze their behaviors in the role-play and reply orally (e.g., Were you able to behave in the way you planned? Why or why not? What does the research say about how you should have behaved? Did your behavior have the intended effect? Why or why not?). You will get participation credit for answering these questions. Questions that students answer before and after each role-play exercise will be similar to the ones posed on the exams.

Tutorials: We will have tutorial sessions on some weeks AND these will be mandatory. If you are registered for my section then you must attend ONLY those time slots posted in this syllabus. If you cannot attend those tutorial sessions, please register for a different lecture section. In tutorials, you will be given more detailed assistance toward completing their assignments. Sometimes we will also catch up with material not completed as scheduled in the lecture sessions. You will receive emails about tutorials requiring mandatory attendance. TAs will always be available during all tutorial times to provide any additional assistance.

Class listerv: As a member of this section, you will be part of a class list serv. I will use that for an in class computer simulation
Evaluation Components

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<thead>
<tr>
<th>Component</th>
<th>% Weight</th>
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<tbody>
<tr>
<td>Individually Written Assignments</td>
<td>20 (1st assignment) + 5 (in class written assignment on last class)</td>
</tr>
<tr>
<td>Participation</td>
<td>10</td>
</tr>
<tr>
<td>Team Project</td>
<td>30</td>
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<tr>
<td>Final Exam</td>
<td>35</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
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Final Exam
This exam requires you to write short answers to questions. Details will be discussed in class.

Individual Assignments & Team Project
These assess how you analyze and apply the research on organizational behavior. Additional details on the content and due dates of the assignments will be discussed in class and posted on the class website.

Participation
A more thorough discussion of how this will be evaluated is discussed in class and posted on the class website.

Course Policies

For Written Assignments:
All written assignments must be submitted via hard copy to the professor at the beginning of the class period on the day the assignment is due. You will also submit an additional soft copy on Blackboard (check the website for announcements) and on turnitin.com.

To Use Turnitin.com:
Normally students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university’s use of the Turnitin.com service are described on the Turnitin.com website.

For Group Projects:
Learning to work together in teams is an important aspect of your education and preparation for your future careers. Some simulations require students to work in teams. When working as a team, students are reminded of the following expectations with respect to their behavior and contributions to the project. Each team member is expected to: (a) Treat other members with courtesy and respect; (b) Establish a positive and productive team dynamic; (c) Contribute substantially to the group simulation; (d) Ensure enough familiarity with the entire contents of the simulation.

Late Assignments/Missed Exams:
All assignments must be handed in on the due date. If assignments are handed in late, a 4% of the total grade for the assignment will be deducted for every day they are late (including the weekend). No extensions without late penalty will be offered and no exceptions will be made. You must make arrangements with the instructor on how to submit the assignment if you are submitting the assignment late. Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied. In such cases, students must notify the instructor on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. a medical certificate) to the Instructor within one week of the originally scheduled test or due date. Students who do not provide or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero). Note that the physician’s report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. The instructor will not accept a statement that merely confirms a report of illness made by the student and
documented by the physician. Upon recovering from the illness the student should immediately contact the professor via email and set up a time to submit the assignment or arrangements for the missed text regardless of whether the medical documentation has been approved.

Re-Grading: Note regrading is a courtesy, not an entitlement. Your mark can go up / down after regrading so please use it wisely.

Addition errors: If there is an error in totaling up your score, you may write this on the cover of your written material. Indicate what you think the total should be. Send the graded copy of your assignment you’re your feedback/marking sheet (or a scanned version of your graded assignment if graded on hard copy) via email to the TA. If you are going to submit your work for a recalculation, do not alter it in any way. If you do so, it will be considered a violation of the Academic Honor Principle.

Non-addition related re-grades: Only those with less than 80% grade (i.e., B+ or below) will be allowed re-grades. If, after looking over your grade for your written material (term work), you feel that your work needs re-grading, you must observe the following procedures:

1. Submit your re-grading requests within 5 business days of receipt of the original grade. Re-grading requests will not be considered after the time limit has passed even if you were not present when the graded materials were distributed.
2. Create a request for re-grading which contains the following: (i) your name, (ii) your Student Number, (iii) the question number or portion on you believe was graded incorrectly, and, (iv) an explanation backed up with evidence and reasons of why your material is correct. Re-grading will be based only on what you submit in writing, not what you might tell the prof/TA in person.
3. Email your request, a graded copy of your assignment and your feedback/mark sheet to TA. If your assignment was graded on a hard copy please send a scanned version of your graded assignment. If you are going to submit your work for a re-grade, do not write alter it in any way. If you do so, it will be considered a violation of the Academic Honor Principle.

Process of Re-grading. The TAs (and or prof) will re-grade the entire written material. Re-grading means that your assignment/answer will be reevaluated and a new grade may be assigned. This means that it is possible to lose points as well as to gain points through re-grading. Please do not submit your materials for re-grading unless you are highly confident that a grading error occurred. Keep in mind that the re-grade is meant for mistakes in grading. It is not a forum for arguing about the answers with the hope that your score will increase by a couple of points. If you still have problems after re-grading, you can discuss the issue with the professor by scheduling an appointment within a week of return of the regarded material. Please note that these deadlines initiating regarding requests and subsequent appointments with the professor are set so that the regarding process can be completed within a month of the original date when the graded material was handed out as per University rules.

Academic Integrity

“The preservation and promotion of academic integrity at the U of T are critically important both to uphold the standards of this university and to maintain a community that exemplifies the values of honesty, trust, respect, fairness and responsibility.” Meric S. Gertler, Dean, Faculty of Arts and Science. Plagiarism and other academic offences is not tolerated at the University of Toronto. Academic discipline ranges from a mark of zero on an exam or assignment to dismissal from the University. The School of Graduate Studies provides important information (including a link to a document students will find helpful called "How Not to Plagiarize") at http://www.sgs.utoronto.ca/governance/policies/academicmisconduct.htm.

See Portal for Course Timetable