



University of Connecticut
School of Business

MGMT 338, Fall 2006
Professor Jodi Goodman

Course Outline

Schedule of Topics, Readings, Case Studies, Exercises and Assignments
(subject to modification)

<u>Topics</u>	<u>Dates & Assignments</u>
Course introduction	Class 1: Mon. 8/28
Introduction to evidence-based management	Class 2: Wed. 8/30 <u>Read:</u> Pfeffer & Sutton (2006) Chapters 1 & 2
Labor Day	Mon. 9/4 (no classes)
Introduction to the congruence model	Class 3: Wed. 9/6 <u>Read:</u> Nadler, D. & Tushman, M. (1997). Mapping the organizational terrain. <i>Competing by Design: The Power of Organizational Architecture</i> , 21-41. Wood, R.E. (2002). <i>Organizational Analysis Framework</i> . Australian Graduate School of Management. <u>Class preparation questions:</u> What is the value of the Congruence Model/Organizational Analysis Framework? How could you apply this model at work?
Managing negotiations	Class 4: Mon. 9/11 <u>Read:</u> Wheeler, M. (2002). <i>Negotiation Analysis: An Introduction</i> . Harvard Business School Publishing. Ertel, D. (2004). Getting past yes: Negotiating as if implementation mattered. <i>Harvard Business Review</i> . <u>Class preparation questions:</u> Think about a negotiation in which you were involved. In what ways was the negotiation process effective? Ineffective? How satisfied were you with the outcome? Why? What criteria did you use to assess the quality of the process and outcome?
	Class 5: Wed. 9/13 <u>Prepare Case:</u> Suramian, G. & Kilka, M. (2001). <i>Frasier</i> . Harvard Business School Press. Case assignment questions on WebCT. Graded assignment, due today by 2:00 p.m.

	<p>Class 6: Mon. 9/18</p> <p><u>Prepare negotiation role-play exercise:</u> Beggs, R, Brett, J.M., & Weingart, L. (1997). <i>Towers Market</i>. Dispute Resolution Research Center, Kellogg School of Management, Northwestern University.</p> <p>Confidential roles and exercise preparation instructions will be handed out in class on Wednesday 9/13.</p>
Team-led discussion 1	<p>Class 7: Wed. 9/20</p> <p><u>Read:</u> Pfeffer & Sutton (2006) Chapter 3</p> <p><u>Team-led discussion topic:</u> Is work fundamentally different from the rest of life and should it be?</p>
Managing strategic networks	<p>Class 8: Mon. 9/25</p> <p><u>Read:</u> Thompson, L.L. (2004). Networking: A key to successful teams. <i>Making the Team: A Guide for Managers</i>, Prentice Hall, pp. 216-228.</p> <p>Cross, R., Nohria, N., & Parker, A. (2002). Six myths about informal networks – and how to overcome them. <i>Sloan Management Review</i>, 43, 67-75.</p> <p><u>Prepare exercise:</u> Ibarra, H. (1996). <i>Network Assessment Exercise: Executive Version</i>. Harvard Business School Press.</p> <p>Enter your information from Step 5 of the exercise on WebCT <u>by 10:00 a.m. today</u>, so I can compile the class data and share summary data with the class. Individual responses will be kept strictly confidential. This assignment will not be graded.</p> <p><u>Exercise analysis questions:</u></p> <ol style="list-style-type: none"> 1. What are the primary strengths and weaknesses of your network? How well aligned is it with your career objectives? In what ways can your network be improved? 2. How consciously do you work to develop and maintain a useful network? How did those in your network come to be part of your network (e.g., serendipity, you sought them out)? If you sought them out, why (e.g., power, resources, liking, perceived similarity)?
	<p>Class 9: Wed. 9/27</p> <p><u>Prepare case:</u> McGinn, K. & Tempest, K. (2000). <i>Heidi Roizen</i>. Harvard Business School Press.</p> <p>Case assignment questions on WebCT. Graded assignment, due today by 2:00 p.m.</p>
Team-led discussion 2	<p>Class 10: Mon 10/2</p> <p><u>Read:</u> Pfeffer & Sutton (2006) Chapter 4</p> <p><u>Team-led discussion topic:</u> Do the best organizations have the best people?</p>

<p>Managing team processes and teamwork</p>	<p>Class 11: Wed. 10/4</p> <p><u>Read:</u> Hackman, J. R. (2005). Rethinking team leadership or team leaders are not music directors. In D. M. Messick & R. M. Kramer (Eds.), <i>The Psychology of Leadership: New Perspectives and Research</i>, 115-142. Mahwah, NJ: Lawrence Erlbaum.</p> <p><u>Prepare case:</u> Wageman, R. & Hackman, J.R. (1999). <i>The Overhead Reduction Task Force</i>. Harvard Business School Press.</p> <p><u>Case preparation questions:</u> 1. If you were Larry Williams, what would you seek to accomplish in your noon meeting with Georgia Dixon? Specifically, how would you approach Georgia to increase the likelihood that you would achieve your purposes? 2. If you were Larry Williams, what would you seek to accomplish in the initial meeting of your task force? Specifically, what would you do or say in the first few minutes of the first task force meeting to get the task force off to a good start?</p> <p>In class, we will view part 1 of the case video and discuss the case.</p>
	<p>Class 12: Mon 10/9</p> <p><i>The Overhead Reduction Task Force</i> case continued. No reading assignment for today.</p> <p><u>Case preparation question:</u> What is your prediction about how much progress the team made at the end of its first week of work and how well members worked together? On what evidence did you base your prediction?</p> <p>In class, we will view part 2 of the case video and continue to discuss the case.</p> <p><u>Complete brief survey:</u> Hackman, J.R. (2003). <i>Group Design and Process Checklists</i>.</p> <p>Think back to one of your former work teams and complete the Group Design and Process Checklists. (For our purposes, ignore the instructions on the first page of the survey.) What were the areas of strength and weakness for your team? What could have been done to improve the team design and processes?</p> <p>For future reference, Hackman has his comprehensive Team Diagnostic Survey online at https://research.wjh.harvard.edu/TDS/, which you may wish to use when you're back in the work world.</p>
<p>Team-led discussion 3</p>	<p>Class 13: Wed. 10/11</p> <p><u>Read:</u> Pfeffer & Sutton (2006) Chapter 5</p> <p><u>Team-led discussion topic:</u> Do financial incentives drive company performance?</p>

Strategies for motivating performance	<p>Class 14: Mon. 10/16</p> <p><u>Read:</u> Harder, J. (1999). Organizational Reward Systems (pp. 1-17). Darden Business Publishing.</p> <p>Latham, G. (2004). The motivational benefits of goal setting. <i>Academy of Management Executive</i>, 18, 126-129.</p> <p>Locke, E. (2004). Linking goals to monetary incentives. <i>Academy of Management Executive</i>, 18, 130-133.</p> <p><u>Class preparation questions:</u> Describe the reward system used by an organization for which you've worked. Note any differences between policy and practice. What aspects of the reward system were effective and ineffective? Why?</p>
	<p>Class 15: Wed. 10/18</p> <p><u>Prepare case:</u> Thomke, S. & Nimgade, A. (2002). <i>Bank of America</i> (A). Thomke, S. & Nimgade, A. (2003). <i>Bank of America</i> (B).</p> <p>Case assignment questions on WebCT. Graded assignment, due today by 2:00 p.m.</p>
Team-led discussion 4	<p>Class 16: Mon. 10/23</p> <p><u>Read:</u> Pfeffer & Sutton (2006) Chapter 6</p> <p><u>Team-led discussion topic:</u> Strategy is destiny?</p>
Team-led discussion 5	<p>Class 17: Wed. 10/25</p> <p><u>Read:</u> Pfeffer & Sutton (2006) Chapter 7</p> <p><u>Team-led discussion topic:</u> Change or die?</p>
Organizational culture	<p>Class 18: Mon. 10/30</p> <p><u>Read:</u> Chatman, J. & Cha, S. (2003). Leading by leveraging culture. <i>California Management Review</i>, 45, 20-34.</p> <p>Higgins, J.M. & McAllister, C. (2002). Want innovation? Then use cultural artifacts that support it. <i>Organizational Dynamics</i>, 31, 74-84.</p> <p><u>Class preparation questions:</u> Bring examples of artifacts of your (former) company's culture to class. What values and beliefs underlie these artifacts? How was culture managed in your organization? How did the culture facilitate and/or impede the implementation of the organization's business strategy?</p>

	<p>Class 19: Wed. 11/1</p> <p><u>Prepare case:</u> Pfeffer, J. (2006). <i>Kent Thiry and DaVita: Leadership Challenges in Building and Growing a Great Company</i>. Harvard Business School Publishing.</p> <p>Case assignment questions on WebCT. Graded assignment, due today by 2:00 p.m.</p>
Team-led discussion 6	<p>Class 20: Wed. 11/6</p> <p><u>Read:</u> Pfeffer & Sutton (2006) Chapter 8</p> <p><u>Team-led discussion topic:</u> Are great leaders in control of their companies?</p>
Making and managing organizational decisions	<p>Class 21. Mon. 11/8</p> <p><u>Read:</u> Nutt, P.C. (1999). Surprising but true: Half the decisions in organizations fail. <i>Academy of Management Executive</i>, 13, 75-90.</p> <p>Keil, M. & Montealegre, R. (Spring, 2000). Cutting your losses: Extricating your organization when a big project goes awry. <i>Sloan Management Review</i>, 41, 55-68.</p> <p><u>Class preparation questions:</u> Think of an important decision that you made at work (or in or about school). What steps and thought processes did you go through when making the decision? What sources of information did you use to make the decision. What do the readings suggest about how you could have improved your decision making process? How can you apply these improvements when making decisions in the future?</p>
	<p>Class 22. Mon. 11/13</p> <p><u>Prepare case:</u> Garvin, D. A. & Roberto, M. A. (1997). <i>Decision Making at the Top: The All-Star Sports Catalog Division</i>. Harvard Business School Press.</p> <p>Case assignment questions on WebCT. Graded assignment, due today by 2:00 p.m.</p>
Team-led discussion 7	<p>Class 23: Wed. 11/15</p> <p><u>Read:</u> Pfeffer & Sutton (2006) Chapter 9</p> <p><u>Team-led discussion topic:</u> Profiting from evidence-based management</p>

Thanksgiving break	Mon. 11/20 & Wed. 11/22 (no classes)
Making and managing organizational decisions	<p>Class 24: Mon. 11/27</p> <p><u>Prepare exercise:</u> Brittain, J. & Sitkin, S. (1986). Carter Racing. Dispute Resolution Research Center, Kellogg School of Management, Northwestern University.</p> <p><u>Exercise analysis questions:</u> Should the Carters race? Why or why not?</p>
Team-led discussion 8	<p>Class 25: Wed. 11/29</p> <p><u>Read:</u> Denrell, J. (2005). Selection bias and the perils of benchmarking. <i>Harvard Business Review</i>, 114-119.</p> <p>Vedder, J.N. (1992). How much can we learn from success? <i>Academy of Management Executive</i>, 6, 56-66.</p> <p><u>Team-led discussion topic:</u> Selection bias in benchmarking and the popular press</p>
Team-led discussion 9	<p>Class 26: Mon. 12/4</p> <p><u>Read:</u> Fishman, C. (2006). The Wal-Mart effect and a decent society: Who knew shopping was so important? <i>Academy of Management Perspectives</i>, 20, 6-25.</p> <p>Cascio, W.F. (2006). Decency means more than “Always Low Prices”: A comparison of Costco to Wal-Mart’s Sam’s Club. <i>Academy of Management Perspectives</i>, 20, 26-37.</p> <p><u>Optional readings</u> (responses to the Fishman article):</p> <p>Freeman, R.E. (2006). The Wal-Mart effect and business, ethics, and society. <i>Academy of Management Perspectives</i>, 20, 38-40.</p> <p>Ghemawat, P. (2006). Business, society, and the “Wal-Mart Effect.” <i>Academy of Management Perspectives</i>, 20, 41-43.</p> <p><u>Team-led discussion topic:</u> “The Wal-Mart Effect”</p>
Course wrap-up	Class 27: Wed. 12/6
Final exam	<p>Fri. 12/8</p> <p>Take home final exam due</p>