

Prof. Forrest Briscoe
fbriscoe@psu.edu
865-0746
128 Willard

Syllabus

IRHR 597A Seminar in Employee Management and Organization Fall 2005

216 Willard
Wednesdays 4:00 - 7:00 p.m.

Overview

This course is designed to provide students with an overview of selected management issues in modern organizations. We will focus on these topics: how individuals and groups make decisions; the functions and dysfunctions of teams; how to manage during periods of change; sources of personal power and influence; dynamics of careers and professional networks; challenges in managing across cultures; and basic elements of business strategy. While the course is designed for students in the HRIR Master's degree program, graduate students from others programs are welcome, as are advanced undergraduates with approval from the instructor.

Case study format

This course will consist primarily of participant-centered case study discussions and group activities. Most weeks, the class time will be spent using the assigned case study to focus our discussion. Some weeks will also include short lectures to provide analytic tools for use in the case analysis.

Readings

The case study readings are available through Harvard Business School Press for a reasonable fee. They can be purchased on-line at <http://www.hbsp.harvard.edu>. The process of purchasing and downloading cases will be discussed during class.

Other readings listed in the syllabus will be available through the Penn State library electronic course reserve system. To access them, go to <http://cat.libraries.psu.edu>, click on "Course Reserves," and select the instructor "Briscoe." Readings will be added and adjusted during the term.

Grading:

Class participation: 30%

The quality of this class will depend on how well you prepare by (1) carefully reading the case and any supplemental reading, (2) coming to class prepared to discuss the case questions (provided in advance), and (3) participating in a creative and civil discussion.

Class participation also includes preparation for, and participation in, occasional group exercises conducted during class. (These exercises will not require teams to meet outside of class time.)

Mini case write-ups: 20%

You are required to do 4 mini case write-ups during the semester (5% each). These consist of a one-page analysis of the case problem. The write-up should consist of recommendations for action, justified by an argument linked to key case facts. The mini case write-ups should not include a summary of the case.

Case introductions: 10%

In weeks where there is an applicable case, one student will be assigned responsibility for providing an oral case summary at the start of class. In most instances, this will consist of a five- to ten-minute description of the company background and industry context.

Career and network analysis: 20% ***Due on October 25***

In this exercise, you will use a network analysis tool to analyze your current personal network. You will then use this tool to write a 5 page summary of your personal network, your future career goals, and how the two relate. Detailed instructions on this assignment will be provided in class on October 19.

Term paper: 20% ***Due on December 7***

The goal of the term paper is for you to learn about a management research study conducted on a topic of interest to you, and then apply the findings from that study to a case from our class. First, select and summarize one academic management research study, reported in a management journal, which deals with a topic related to this course. Then use the findings from that research to analyze one case study from class. In your analysis, you should suggest a course of action that is informed by the research findings. More details will be provided in class on November 16.

Papers should be 10 to 15 pages, double-spaced. Alternative term paper options can be negotiated on an individual basis.

Letter grades:

F	D	C	C+	B-	B	B+	A-	A
0-59.9	60-69.9	70-75.9	76-79.9	80-82.9	83-86.9	87-89.9	90-93.9	94-100

Late Papers:

Late papers will have 10% deducted from the grade on the paper for each late day (including weekends and holidays). Save and print out copies of your papers as you are working on them. Your problems with deleted files or other computer issues are not an acceptable excuse for failing to turn in a paper when due. It is your responsibility to submit a hard copy of your paper. Do not expect your instructor to print out copies of papers. Emailed papers will not be accepted. Please be aware that failure to submit papers will result in a grade of zero on that paper and will seriously jeopardize your overall grade in the course.

Academic honesty:

University Faculty Senate Policy 49-20 concerning Academic Dishonesty states:

“Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabricating of information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.”

Any instance of academic dishonesty will result in penalties, which may include failure of the course and possible dismissal from the university. All sources used in preparation of papers should be appropriately cited and referenced. Any time you are copying material from a source, it needs to be in quotes and properly referenced. Full and frequent citation of sources is an appropriate and encouraged academic practice; failure to cite sources is not. Unauthorized submission of work that has also been submitted for another course, the practice commonly known as ‘double-dipping’, is included within the definition of academic dishonesty and will be subjected to penalties. It is the responsibility of students to know what constitutes plagiarism. Additional guidance on academic integrity questions is provided on the College of Liberal Arts website at <http://laus.la.psu.edu/integrity>

Disability accommodations:

The Pennsylvania State University encourages qualified persons with disabilities to participate in its programs and activities. If you anticipate needing any type of accommodation in this course or have questions about physical access, please tell the instructor as soon as possible.

	Topics	Cases	Supplemental readings
Week 1: August 31	Course introduction, individual decision making	Dave Armstrong	Emotional blocks
Week 2: September 7	Group decision making	Growing Pains (DME I)	Consistency & Commitment
Week 3: September 14		The Unhealthy Hospital (DME II)	Groupthink
Week 4: September 21	Teams	Overhead reduction task force (I)	Why teams don't work
Week 5: September 28		Overhead reduction task force (II)	Time and transition in work teams
Week 6: October 5	Change management	Andy Chew at Siemens Nixdorf	Harnessing the science of persuasion Who gets power...
Week 7: October 12	Power and influence	Joline Godfrey at Polaroid	Managing your boss
Week 8: October 19	Careers and networks	Jerry Sanders	Managerial networks
Week 9: October 26		Network assessment exercise	Career & Network Analysis Due on Tuesday, October 25
Week 10: November 3	Culture and communication	Intel in China	TBA
Week 11: November 9	Business ethics	MBA Hack Job Foreign Assignment	Values in tension
Week 12: November 16	Introduction to strategy	Starbucks	Toward a dynamic theory of strategy
[Thanksgiving]			
Week 13: November 30	Strategy and industry change	Apple	TBA
Week 14: December 7	Strategy and organizational change	General Electric	Final term papers Due on Wednesday, October 7