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126 Willard

Syllabus

IRHR 597A Seminar in Employee Management and Organization Spring 2004

216 Willard
Mondays 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 functioning 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

All 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 demonstrated during class.

Supplemental 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 may be added or adjusted during the term.

Grading:

Class participation: 35%

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: 15%

You are required to do three 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. However, 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%

During class on March 21, we will do a personal network assessment exercise. Using this exercise, you will be required to write a 3 to 4 page double-spaced summary of (1) your career goals, (2) how well your current network can help address those goals, and (3) what actions you could take to develop your network in furtherance of those goals. If you are considering multiple career directions, pick one to focus on.

Term paper: 20%

Summarize and critically evaluate one academic research study, reported in a management journal, which deals with a topic related to this course. Then use the findings from that research in an analysis of one appropriate case study used in class. You should argue for a course of action in the case that is based on the research. Alternative term paper options can be negotiated on an individual basis. Papers should be 10 to 15 pages, double-spaced.

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.

	Topic	Case	Supplemental reading
Week 1: January 10	Course introduction		Emotional blocks
Week 2: January 17	Individual decision making	Dave Armstrong	Consistency & Commitment: Hobgoblins of the Mind
Week 3: January 24	Group decision making	Decision making exercise I: Growing Pains	
Week 4: January 31		Decision making exercise II: Unhealthy hospital	Groupthink
Week 5: February 7	Teams	Overhead reduction task force I	Why teams don't work
Week 6: February 14		Overhead reduction task force II	Time and transition in work teams
Week 7: February 21	Change management	Andy Chew at Siemens Nixdorf	Management development as influence Harnessing the Science of Persuasion
Week 8: February 28	Power and influence	Joline Godfrey at Polaroid	Who gets power and how they hold on to it Managing your boss
[Spring Break]	-	-	-
Week 9: March 14	Careers and networks	Jerry Sanders	
Week 10: March 21		Network assessment exercise	Managerial networks
Week 11: March 28	Culture and communication	Intel in China	CAREER AND NETWORK ANALYSIS DUE
Week 12: April 4	Ethics	Guest from PSU Management Department	[TBA]
Week 13: April 11	Strategy formulation	General Electric	What is strategy?
Week 14: April 18	Strategy and structure	ABB	
Week 15: April 25	Integration	No case	TERM PAPERS DUE