Management and Organizations

**Class code**  
MGMT-UB 9001.001

**Instructor Details**  
Dr Dorota Joanna Bourne  
Room G02  
4/5 Bedford Square  
London WC1B 3RA

**Class Details**  
Management and Organizations  
Monday 2.00pm – 5.00pm  
Location to be confirmed.

**Prerequisites**  
None

**Class Description**  
Why do some organizations succeed while others flounder? As students of business, it is critically important for you to have an understanding of the key factors that contribute to organizational success, and the role that managers play in helping their organizations be successful. The better that you understand these issues, the more effective you will be in your future careers.

The primary objective of the course is to help students understand the elements that contribute to organizational success, as well as some of the common impediments to high performance. We will focus on how organizations position themselves for success within their external environment, and how they organize and motivate their people. More specifically, the course will explore how organizational leaders develop winning strategies, and then design their organization in a way that aligns structures, social relationships, tasks, human resource practices, and people to achieve those strategies. In exploring these issues, we will identify the challenges that organizational leaders and managers face as they try to make good decisions in the face of a constantly evolving industry environment, competing goals and agendas, and an increasingly diverse and global workforce.

A second objective of the course is to strengthen students’ managerial and leadership potential by equipping them with an understanding of how complex organizations operate and of how effective managers operate. Regardless of your major or your future career plans, such an understanding will enable you to work more effectively within an organizational context, whether that context is a small start-up company, a family business, a large financial institution, or a non-for-profit institution. In other words, the course will provide you with tools and skills that you can use to increase your own personal career success.

The structure of the course encourages learning in multiple ways: through in-class discussions, exercises, case analyses, and team projects. These approaches provide opportunities for students to enhance their analytic and interpersonal skills, both of which are essential to effective management and to success in the workplace.

**Desired Outcomes**  
The course aims are: 1) to develop an understanding of critical management and the micro-practices of managers, 2) to understand and analyze the forces that influence management processes, 3) to develop a reflective practice of management by translating theory into practical applications.
Assessment Components

The final course grade consists of:
1) individual project (20%)
2) mid-term exam one (case study) (20%)
3) team report: analysis of a business leader delivered as a formal report (20%)
4) mid-term exam two (in-class test) (20%)
5) team project delivered in class in session 14 (20%)

Assessment details

1) Individual project (20%)
   Task: For this assignment, you will write a short report examining the strategy of an organization you
   would like to work for. Select a job you would like to have upon graduation, and research the
   organization. Your essay should demonstrate your knowledge of the organization for which you would
   like to work. First, you should clearly articulate the strategy of the organization or organizational unit.
   Second, you should describe elements of the organizational structure and form an opinion as to why
   the structure fits or does not fit the organization’s strategy. Explain why the structure does or does not
   fit the strategy, and if it does not fit, briefly propose a better structure (you might talk about what
   differentiates the structure, and or if you are proposing a change, how that change might be
   implemented).
   Format: written essay
   Word limit: 800
   Referencing and Bibliography: Harvard style. Your work should contain a full bibliography of all
   research/ resources used in the preparation and delivery of this project.
   Deadline: session 4

2) Mid-term exam one (case study) (20%)
   Task: case study analysis conducted in class
   Case study: allocated by the professor
   Format: written analysis
   Exam duration: 1 hour
   Format: written essay
   Word limit: none
   Date: session 7

3) Team report: analysis of a business leader delivered as a formal report (20%)
   Task: to undertake research (e.g. company websites, industry sector articles, journals, newspapers)
   into leadership style and effectiveness of a business leader allocated by the professor.
   Your analysis should focus on the application of leadership theories and models but it may also include
   material related to other areas of management such as culture, teamwork, decision-making etc. learnt
   in this course in order to deepen your analysis.
   Your grade: All team members will receive the same grade for their group effort. This grade will carry
   20% weight towards your final grade for this course.
   Case study: allocated by the professor
   Topic: leadership
   Format: written report
   Group size: 3-5 students
   Word limit: 1,000 excluding bibliography and appendices
   Referencing and Bibliography: Harvard style. The report should contain a full bibliography of all
   research/ resources used in the preparation and delivery of this project.
   Deadline: session 9

4) Mid-term exam two (in-class test) (20%)
   Format: multiple choice test
Exam duration: 1 hour
Date: session 12

5) Team project delivered in class in session 14 (20%)

Task: Your team is to study a real organization making use of the concepts described in the course. You should hone in on one of the topics discussed (for a list, see the course syllabus), and select one that interests your group and is relevant to the organization you are studying. Your study should be analytical and issue oriented, not merely descriptive. You should adopt the clinical pose of a management consultant, endeavoring to understand the organization, to identify its strengths and weaknesses and ultimately to propose actions that solve problems and improve performance. Specifically, you should do the following:

1) Select an organization to study. It can be a for-profit or non-for-profit organization of any size that consists of employees, volunteers, students, or hobbyists. An important criterion to consider in choosing your organization is accessibility—you need to have some way to collect information about your organization.

2) Select an issue in the organization that is covered by one of the topics discussed in class (for a list, see the Course Syllabus).

3) Gather relevant information. Familiarize yourself with the organization. If you know someone who works at the organization, you may want to ask him or her for relevant materials (e.g. organization charts, demographic information, annual reports, statements of corporate goals). Web and library sources of information may also be useful. It might be important to interview or survey other members of the organization who are representative of the employees who are part of or affected by the organizational issue you are studying.

4) Analyze your problem or issue. Given the information you have gathered about the organization and your interview and/or survey analysis, try to draw some conclusions about the issue you are studying. Draw on the management and organizational literature relevant to your topic to help you analyze it. Your analysis should be clear, logical and based on what you’ve learned from the class.

5) Generate suggested solutions. Given your analysis of the problem, generate key steps the organization can take to improve any problems and build on any strengths. Your suggestions should involve things the organization could actually do given its constraints. It might be helpful to first lay out all possible solutions, including the ideal ones in a world without constraints, and then select from those, attempting to approximate ideal ones. Your suggestions should be based whenever possible on general and guiding principles learned in this course.

Your grade: All team members will receive the same grade for their group effort. This grade will carry 20% weight towards your final grade for this course.

Format: oral presentation delivered in class (a hard copy of your presentation slides should be handed in to the professor on the day of your presentation)

Duration: 10-15 minutes
Date: session 14

Failure to submit or fulfil any required course component results in failure of the class.

Assessment Expectations

Grade A: Excellent work. Mastery of the issues and literature, and an ability to make some original contribution.

Grade B: Good work. Mastery of issues and literature, but no attempt to make any original contribution.

Grade C: Satisfactory work. Unsure grasp of the issues.

Grade D: Passable work. Failure to understand issues but some attempt made.

Grade F: Failure. No attempt to understand issues.
NYU in London uses the following scale of numerical equivalents to letter grades:

A=94-100
A- =90-93

B+=87-89
B=84-86
B- =80-83

C+=77-79
C=74-76
C- =70-73

D+=67-69
D=65-66

F=below 65

Where no specific numerical equivalent is assigned to a letter grade by the class teacher, the mid point of the range will be used in calculating the final class grade (except in the A range, where 95.5 will be used).

NYU in London aims to have grading standards and results in all its courses similar to those that prevail at Washington Square.

In addition, Stern School of Business classes adhere to the following Stern grading guidelines:

“At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have adopted a grading guideline for core courses with enrollments of more than 25 students in which approximately 35% of students will receive an “A” or “A-” grade. In core classes of less than 25 students, the instructor is at liberty to give whatever grades they think the students deserve, while maintaining rigorous academic standards.”

NYUL has a strict policy about course attendance. **No unexcused absences are permitted.** While students should contact their class teachers to catch up on missed work, you should NOT approach them for excused absences.

Excused absences will usually only be considered for serious, unavoidable reasons such as personal ill-health or illness in the immediate family. Trivial or non-essential reasons for absence will not be considered.

Excused absences can only be considered if they are reported in accordance with guidelines which follow, and can only be obtained from the appropriate member of NYUL’s staff.

**Please note that you will need to ensure that no make-up classes – or required excursions - have been organised before making any travel plans for the semester.** See also section 11.1 - Make up days.
Absence reporting for an absence due to illness

1. On the first day of absence due to illness you should report the details of your symptoms by e-mailing absences@nyu.ac.uk including details of: class(es) missed; professor; class time; and whether any work was due including exams. Or call free (from landline) 0800 316 0469 (option 2) to report your absences on the phone.

2. Generally a doctor’s note will be required to ensure you have sought treatment for the illness. Contact the Gower Street Health Centre on 0207 636 7628 to make an appointment, or use HTH general practitioners if you cannot get an appointment expediently at Gower Street.

3. At the end of your period of absence, you will need to complete an absence form online at http://bit.ly/NuCl5K. You will need to log in to NYU Home to access the form.

4. Finally you must arrange an appointment to speak to Nigel Freeman or Donna Drummond-Smart on your first day back at class. You must have completed the absence form before making your appointment.

Supporting documentation relating to absences must be submitted within one week of your return to class.

Absence requests for non-illness reasons

Absence requests for non-illness reasons must be discussed with the Academic Office prior to the date(s) in question – no excused absences for reasons other than illness can be applied retrospectively. Please come in and see us in Room 308, 6 Bedford Square, or e-mail us at academics@nyu.ac.uk.

Further information regarding absences

Each unexcused absence will be penalized by deducting 3% from the student’s final course mark. Students are responsible for making up any work missed due to absence.

Unexcused absences from exams are not permitted and will result in failure of the exam. If you are granted an excused absence from an examination (with authorisation, as above), your lecturer will decide how you will make-up the assessment component, if at all (by make-up examination, extra coursework, viva voce (oral examination), or an increased weighting on an alternate assessment component, etc.).

NYUL also expects students to arrive to class promptly (both at the beginning and after any breaks) and to remain for the duration of the class. If timely attendance becomes a problem it is the prerogative of each instructor to deduct a mark or marks from the final grade of each late arrival and each early departure.

Please note that for classes involving a field trip or other external visit, transportation difficulties are never grounds for an excused absence. It is the student’s responsibility to arrive at an agreed meeting point in a punctual and timely fashion.

Please refer to the Student Handbook for full details of the policies relating to attendance. A copy is in your apartment and has been shared with you on Google Docs.

Written work due in class must be submitted during the class time to the professor. Late work should be submitted in person to a member of NYU London staff in the Academic Office (Room 308, 6 Bedford Square).
of Work

Square) during **office hours** (Mon – Fri, 10:30 – 17:30). Please also send an electronic copy to academics@nyu.ac.uk for submission to Turnitin.

Work submitted within 5 weekdays after the submission time without an agreed extension receives a penalty of 10 points on the 100 point scale.

Written work submitted more than 5 weekdays after the submission date without an agreed extension fails and is given a zero.

**Please note** end of semester essays must be submitted on time.

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**Plagiarism Policy**

Plagiarism: the presentation of another piece of work or words, ideas, judgements, images or data, in whole or in part, as though they were originally created by you for the assignment, whether intentionally or unintentionally, constitutes an act of plagiarism.

Please refer to the Student Handbook for full details of the plagiarism policy.

**All students must submit an electronic copy of each piece of their written work to** www.turnitin.com and hand in a printed copy with the digital receipt to their professor. Late submission of work rules apply to both the paper and electronic submission and failure to submit either copy of your work will result in automatic failure in the assignment and possible failure in the class.

**Electronic Submission**

The Turnitin database will be searched for the purpose of comparison with other students’ work or with other pre-existing writing or publications, and other academic institutions may also search it.

In order for you to be able to submit your work onto the Turnitin website, you will need to set up an account:

1) Go onto the Turnitin website http://www.turnitin.com
2) Click ‘Create Account’ in the top right hand corner
3) Select user type of ‘student’
4) Enter your class ID & Turnitin class enrolment password (these will be e-mailed to you after the drop/add period, or contact academics@nyu.ac.uk if you have misplaced these).
5) Follow the online instructions to create your profile.

To submit your work for class, you will then need to:

1) Log in to the Turnitin website
2) Enter your class by clicking on the class name
3) Next to the piece of work you are submitting (please confirm the due date), click on the ‘submit’ icon
4) Enter the title of your piece of work
5) Browse for the file to upload from wherever you have saved it (USB drive, etc.), please ensure your work is in Word or PDF format, and click ‘submit’
6) Click ‘yes, submit’ to confirm you have selected the correct paper (or ‘no, go back’ to retry)
7) You will then have submitted your essay onto the Turnitin website.
8) **Please print your digital receipt and attach this to the hard copy of your paper before you submit it to your professor** (this digital receipt appears on the web site, immediately after you submit your paper and is also sent to your e-mail address). Please also note that when a paper is submitted to Turnitin all formatting, images, graphics, graphs, charts, and drawings are removed from the paper so that the program can read it accurately. Please do not print the paper in this form to submit to your
lecturers, as it is obviously pretty difficult to read! You can still access the exact file you uploaded by clicking on the ‘file’ icon in the ‘content’ column.

Please also see the Late Submission of Work policy, above.

Students must retain an electronic copy of their work for one month after their grades are posted online on Albert and must supply an electronic copy of their work if requested to do so by NYU in London. **Not submitting a copy of a piece of work upon request will result in automatic failure in the assignment and possible failure in the class.** NYU in London may submit in an electronic form the work of any student to a database for use in the detection of plagiarism, without further prior notification to the student.

Penalties for confirmed cases of plagiarism are set out in the Student Handbook.

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### Required Text(s)

Required readings and case studies can be found in (1) the course reading packet (“CP”) available at the [NYU Bookstore](#) and (2) on the course Blackboard site (“BB”). The course schedule (below) indicates where each reading is located and when it should be read. *Note: Only the Disney (Smile Factory) case is from a source other than HBS. All articles are from the Harvard Business Review unless “(BB)” appears after the article title.*

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### Session 1

**Course Introduction and Overview**

**Monday 2nd Sept. 2013**

Readings: “Learning By the Case Method”

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### Session 2

**Organizational Strategy: Competitive Analysis, Industry Analysis & Internal Resources**

**9 Sept. 2013**

Cases: Steinway & Sons

Imax

Readings: “Five Competitive Forces Shape Strategy”

“Competing on Resources”

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### Session 3

**Aligning Organizational Structure**

**16 Sept. 2013**

Cases: Executive Decision Making at GM

Readings: “Do You Have a Well Designed Organization?”

“Designing Adaptive Organizations”

“Evolution and Revolution as Organizations Grow”

In-Class Exercise: Big Pharma (distributed in class)

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### Session 4

**Frameworks for Understanding Organizations**

**23 Sept. 2013**

*Assessment 1 due, to be handed in class.*
Cases:  Mount Everest
Readings:  “A Model for Diagnosing Organizational Behavior.”

Session 5
Using Organizational Culture to Achieve Competitive Advantage
30 Sept. 2013
Cases:  Deloitte & Touche
Readings:  “Corporate Culture Survival Guide” Chapters 1 & 2 (BB)

Session 6
Using Organizational Culture to Achieve Competitive Advantage
Friday 4 Oct. 2013
Cases:  Disney (Smile Factory) (BB)
Readings:  “Leading by Leveraging Culture”

Session 7
Innovation and entrepreneurship
7 Oct. 2013
Midterm Exam (Assessment 2, case study analysis)
Cases:  Netflix

Session 8
Leadership and the Process of Organizational Change
14 Oct. 2013
Cases:  NYPD New
Readings:  “What Makes a Leader?”
“A Survival Guide for Leaders”
“Inspiring Others: The Language of Leadership”(BB)
In-Class Exercise: Evaluate Martin Luther King’s “I Have a Dream” speech according to the “Inspiring Others” article.

Session 9
Leadership and the Process of Organizational Change
21 Oct. 2013
Assessment 3 due, to be handed in class.
Cases:  Charlotte Beer
“What Leaders Really Do”
Session 10  |  Leveraging Groups and Teams
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28 Oct. 2013  | Cases: Henry Tam and the MGI Team
               Readings: “Why Teams Don’t Work”
                        “Basic Attributes of Groups”
                        “Managing Multicultural Teams”
               In-class Exercise: After the Crash (distributed in class)

Session 11  |  Managerial Judgment & Decision Making
---|---
11 Nov. 2013  | Case: All Star Sports Catalog
               Managing Xerox's Multinational Development Center
               Readings: “Delusions of Success”
                        “Cognitive Biases and Heuristics” (BB)

Session 12  |  Power, Influence & Networks
---|---
18 Nov. 2013  | Midterm Exam (Assessment 4, multiple choice test)
               Cases: Enron
               Readings: “Power Dynamics in Organizations” (HBS Note)
                        “Necessary Art of Persuasion”
                        “Power Play”

Session 13  |  Motivation and Incentives
---|---
25 Nov. 2013  | Cases: Lincoln Electric
               Readings: “One More Time: How Do You Motivate Employees”
                        “Do Financial Incentives Drive Company Performance”
                        “On the Folly of Rewarding A While Hoping for B” (BB)

Session 14  |  Team project in-class presentations (Assessment 5)
---|---
2 Dec. 2013

Session 15  |  Managing Employee Performance: Coaching, Evaluation & Feedback
---|---
9 Dec. 2013  | Cases: Wolfgang Keller
               Rob Parson at Morgan Stanley
### Readings:
“Why it’s so Hard to be Fair”
Actionable Feedback (BB)

### Classroom Etiquette
- Laptops, cell phones, smartphones, recorders, & other electronic devices may not be used in class unless advance permission is given by the instructor.
- No food or drink is allowed in class.
- Students are expected to arrive to class on time and stay to the end of the class period. Students may enter class late or leave class early only if given permission by the instructor and if it can be done without disrupting the class. (Note that instructors are not obliged to admit late students or readmit students who leave class or may choose to admit them only at specific times.)

### Required Co-curricular Activities
N/A

### Suggested Co-curricular Activities
Check Time Out London magazine for information about events in London.

### Your Instructor
Dorota Bourne works as a lecturer at Queen Mary University of London. Her expertise includes change management, international knowledge transfer, innovation and management development. In her past projects she worked in Total Quality Management in car manufacture, change management in the pharmaceutical sector, competency framework design and new business model development for the not-for-profit organizations.