

INSIDE ORGANIZATIONS

Organizational Studies Program

Course: OS 305 Winter 2014

M/W: 10-11:30am

Classroom: 110 Dennison

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COURSE INFORMATION

This course offers an overview of the psychology of people in organizations, broadly defined. Topics will focus on social dynamics in organizations, including employee motivation, influencing others, decision-making, cooperation, culture, leadership, and teams, to name a few. The format of the course will comprise lectures, general discussions, and smaller seminar discussions. To complement the standard reading material, case studies will also be read as a common touchstone for analyzing and discussing psychological phenomena in a real world organizational context.

FORMAT

- **Mini-Lectures**
- **Simulations**
- **Case Studies**
- **Guest Speakers**
- **Multi-Media**

MATERIALS

- **Textbooks**

Predictably Irrational by Dan Ariely
Other book: TBA

- **Articles**

- Posted on C-tools

- **Case Studies and Simulations**

- Distributed in class or posted on C-tools

REQUIREMENTS & GRADING

Attendance and Class Participation (20% of final grade)

You are expected to participate in both the practical and theoretical aspects of this course. Obviously, this requires being prepared to discuss the readings but also sharing insights from personal observations. The quality, not the quantity, of observations, comments, and critiques is what matters. (Note: Nathan diligently tracks who speaks in every class).

Four Quizzes (10%)

A total of 7 quizzes will be given over the semester to help ensure that you are following and understanding the lectures and reading material. The best four of these 7 quizzes will count toward your grade.

Ad: Advertisement Competition (5%)

Details will be given in class. Basically, you and your team members will be making an advertisement for any for-profit, non-profit, or public organization of your choosing based on course concepts and presenting your advertisement in class. Each team will present their ads in class.

P1: Branding Exercise Paper 1 (10%)

This paper is a 4-page analysis that requires you to apply theories and concepts. More details in class.

P2: Fundraising Team Competition Paper (30%)

This paper is a 6-page analysis that requires you to apply theories and concepts from the class to execute and interpret your experience in fundraising competition.

Final Paper (25%)

Details will be given.

THE WEEKLY GLANCE Inside Organizations – Winter 2014

Class	Date	Topic	Due	Reading	Activity
1	Jan 8	Introduction			
2	Jan 13	Organizations and People		Thompson Chapter 1: The Person and the Organization Thompson Chapter 2, pp. 21-38: Understanding People and their Behavior	*Video: "Vision Quest" at Charles Schwab
Part I The Players: Psychology of Individuals					
3	Jan 15	Motivation		<ul style="list-style-type: none"> Case: Profit Sharing in Pittsburg, California Kerr, On the folly of rewarding A while hoping for B 	*Case analysis
4	Jan 20	MLK Holiday		<ul style="list-style-type: none"> No class 	
5	Jan 22	Social Comparison		<ul style="list-style-type: none"> The N-Effect (Garcia & Tor) Social Comparison and Competitive Behavior 	
6	Jan 27	Norms and Expectations		<ul style="list-style-type: none"> Ariely, Cost of Social Norms Ariely, The Problem of Procrastination and Self-control 	*Dan Pink Ted Talk
7	Jan 29	Motivation in Context		<ul style="list-style-type: none"> Apply motivational concepts to structure a group task that maximizes motivation 	*Out-of-Class Activity
8	Feb 3	Decision Making		<ul style="list-style-type: none"> Prospect Theory (Kahneman & Tversky) Ariely, The Truth about Relativity Ariely, The High Price of Ownership 	*Clip: Awareness *Activity: Carter Racing
9	Feb 5	Out-of-Class Team Contest		<ul style="list-style-type: none"> 2-Day Contest: Apply motivational concepts to...(will be announced in class) 	*Activity
10	Feb 10	Attitudes		<ul style="list-style-type: none"> Chapter 12: 2 Routes to Persuasion (in D.Myers) Ariely, The Power of Price HBR Case: Billy Beane: Changing the Game 	*Case Discussion
11	Feb 12	Branding		<ul style="list-style-type: none"> Ariely, The Effect of Expectations 	*Pepsi Challenge *Chip Heath

3.24.14 Updated Version

					*NPR DeBeers
12	Feb 17	Ad Competition		<ul style="list-style-type: none"> • <i>Paper #1 prompt will be distributed in class</i> 	*Ad Design Activity *Marketing Ted Talk
13	Feb 19	Ad Competition	Ad	<ul style="list-style-type: none"> • Class presentations of ads 	
<p>Part II The Team: Interpersonal and Intergroup Psychology</p>					
14	Feb 24	Social Networks		<ul style="list-style-type: none"> • Burt (2004), <i>Structural Holes and Good Ideas, American Journal of Sociology</i> • Granovetter (1973), <i>Strength of Weak Ties, American Journal of Sociology</i> 	*Stanford Breakfasts Video
15	Feb 26	Influence	P 1 Due	<ul style="list-style-type: none"> • Cialdini, <i>Harnessing the Science of Persuasion</i> • Ariely, <i>The Cost of Zero</i> 	*Cialdini Video
<p>Winter Recess (no class on March 3 and March 5)</p>					
16	Mar 10	Creativity		<ul style="list-style-type: none"> • Ariely, <i>The Fallacy of Supply and Demand</i> • Thompson, Chapter 9, pp. 153-166: <i>Leading and Managing Teams</i>; pay particular attention to <i>Problem Solving</i> (p. 158) thru <i>Brainstorming</i> (p. 165) 	"Insight"
17	Mar 12	Conflict		<ul style="list-style-type: none"> • Fisher & Shapiro, <i>Beyond Reason</i> – Chapters 1, 2, & 3 	
18	Mar 17	Social Dilemmas		<ul style="list-style-type: none"> • Brandenburger & Nalebuff, <i>Coopetition</i> Chapter • Ariely, <i>Keeping the doors open</i> • Kramer, Tenbrunsel, & Bazerman, <i>Social Decision Making</i> – Chapter 2 	*Trust Game
19	Mar 19	Field Trip		<ul style="list-style-type: none"> • Visiting Capuchin Soup Kitchen, Detroit (?) 	

Part III		Epiphenomena of Players and Teams			
Class	Date	Topic	Due	Reading	Activity
20	Mar 24	Leadership		<ul style="list-style-type: none"> Cameron, <i>Positive Leadership</i> (Chapter 1) TBA Case: Jerome Miller or Jeffrey Smith 	
21	Mar 26	Fairness		<ul style="list-style-type: none"> Garcia (2009), "Headcounts and Equal Opportunity." Zuriff (2004), "Is Affirmative Action Fair?" HBR Case: TBA <i>Fundraising Competition begins at the end of class</i> 	*Fired for Being Attractive
22	Mar 31	<i>Yielded Session</i>		<ul style="list-style-type: none"> <i>Fundraising Competition</i> 	
23	Apr 2	Bounded Ethicality		<ul style="list-style-type: none"> Ariely, <i>The Content of our Character</i>, Part I Ariely, <i>The Content of our Character</i>, Part II Gino, Moore, & Bazerman (2008) <i>See No Evil: When We Overlook Other People's Unethical Behavior</i> <i>Fundraising Competition ends at the start of class</i> 	*Dan Ariely Talk
24	Apr 7	Business Ethics		<ul style="list-style-type: none"> HBR Case: Ethical Leadership and the Psychology of Decision Making 	*Case Discussion *Brother Jerry possibly visits
25	Apr 9	Cross-Cultural Business	<u>P 2 Due</u>	<ul style="list-style-type: none"> (HALT: "HBR Case: Google and the Government of China" – We will cover topic in class, no preparation necessary) 	*Case Discussion *Marketing Commercials
26	Apr 14	Happiness		<ul style="list-style-type: none"> Schwartz, <i>Paradox of Choice</i> – Chapter 5, 7, 9 	*Dan Gilbert Talk *Mike Norton Talk
27	Apr 16	<i>Yielded Session</i>			
28	Apr 21	Final Paper Due		<ul style="list-style-type: none"> Bring one hard copy to class 	