

MANAGING PEOPLE IN ORGANIZATIONS
MBA 751
Fall 1999

Dr. Bud Baker
212M Rike Hall
Phone: (937) 775-3001 (office)
 (937) 864-2950 (home)
Email: bud.baker@wright.edu
Fax: (937) 775-3545

Class: Thurs 4-6:30 P.M.
Room: 148 Rike
Office Hours: TBD

ABOUT THE COURSE:

Peter Drucker has written that technical skill is the foremost necessity for success in entry-level jobs. But as soon as one moves just one rung up the organizational ladder, human relations skills--communication, motivation, leadership--become paramount. Technical skill remains important, even necessary, but the ability to work with people is even more essential. Through this course, with its practical focus on real leadership and management issues, we can work to improve those all-important people skills.

ABOUT THE TEXTS:

We'll use "Developing Management Skills" (4th Ed.) by Whetten and Cameron, referred to as "DMS" in this syllabus. One of the unique assets of this text is its strong emphasis on self-awareness and self-assessment. You'll get to assess and analyze yourself in terms of stress, tolerance for ambiguity, attitudes toward authority and much more.

ABOUT YOUR INSTRUCTOR:

Dr. Bud Baker is currently an Associate Professor of Management here at Wright State University, where he also directs WSU's graduate program in Project Management. His first career was in government service, most recently as a Program Manager for a major Air Force weapon system. In addition to Wright State, Dr. Baker has taught at the United States Air Force Academy, Regis University, Antioch University, and the University of Dayton. He holds an MBA from the University of North Dakota, and an MA and Ph.D. from the Peter F. Drucker Center of the Claremont Graduate School.

ABOUT THE MODE OF INSTRUCTION:

This class will be unlike any you've ever taken: that I guarantee you. We'll start out by assessing our skills and abilities according to a number of instruments, so we can better see our own leadership strengths and weaknesses. Then we'll move into other topics especially pertinent to today's management environment: stress management, problem solving strategies, communication, power and influence, motivation, and conflict. For most classes, you'll have a brief paper due on some topic for that day.

Re: Grading. You'll see that there are no exams scheduled in this class. Rather, your grade will be a function of your performance on required papers and participation:

Nine one-page papers	900
<u>Participation</u>	<u>300</u>
Total points	1200

(A-B-C-D cut offs are 90, 80, 70, 60 percent)

With participation a major part of your grade, some people find specific criteria to be helpful. Grades will be based on the my judgement of these criteria:

<u>Grade</u>	<u>Behavior</u>
A+/A/A- (300 - 270 points)	Attends all classes. Regularly initiates discussion on pertinent topics, and supports such discussion when initiated by others. Demonstrates strong understanding of subject material, able to draw connections to/from other disciplines, courses, material, experience. All assignments in on time.
B+/B/B- (270 - 240 points)	Misses no more than one class, occasionally initiates discussions, more often reacts to discussions led by others. Shows understanding of topic material. Most assignments in on time.
C+/C/C- (240 - 210 points)	Misses two class sessions. Rarely initiates, occasionally reacts to discussions. Does not demonstrate topical understanding. Assignments late several times.
D/F (Below 210 points)	Misses more than two classes. Rarely contributes, often demonstrates a lack of preparation or understanding of course material. Does not support others' efforts to participate. Assignments rarely on time.

With no exams, attendance counts a lot, especially meeting as few days as we do. Arrange with me if you know you're going to miss a class. If you know you're going to miss more than one, you really need to take this class at a better time, when your schedule is more conducive to it.

The papers need to be brief: Procter and Gamble's approach to memos is that if you can't distill your thoughts down to one page, then you probably haven't thought the problem through well enough. Seems reasonable. Or as Cicero once wrote to a friend, "Sorry for writing such a long letter. If I had more time, I'd have written a shorter one."

Writing ability is important to any manager, and content, organization, and expression will all factor into your papers' grades. Qral communication is even more important in the management environment: for that reason, in every class we'll have some impromptu speaking opportunities, typically related to your paper for that evening.

LESSON	IN CLASS	PREPARATION/ASSIGNMENT
Sep 16	Course intro, Syllabus Review	Get an early start on the class by turning in a one-page autobiography, addressing your leadership experience, course objectives, etc.
Sep 23	No Class	Work on your autobiography, Ch 1 scales, etc.
Sep 30	Improving Self Awareness	In class, DMS, Intro and Ch. 1. <u>For class</u> , do three of the self-awareness scales (Locus of Control, Tolerance of Ambiguity, and FIRO-B) and submit a one-page paper on what you scored, what your scores tell you, and what-if anything--you might want to do differently as a result. (The tests are discussed in Ch. 1, and in Appendix I).
Oct 7	Stress & Staying Healthy in a Pressure-Filled Environment	DMS, Ch. 2. For class, do three scales in Chapter 2 (Stress management, Time management, Type A) and a one-page paper analyzing what you scored, what that tells you, etc. (The tests are discussed in Ch. 2, and Appendix I)
Oct 14	Creative Problem Solving	DMS, Ch. 3. Do the three scales in Chapter 3 (Problem Solving, Creativity, and Innovation; How Creative Are You?; Innovative Attitude Scale) and write a one-page paper assessing your scores, the meaning of those results, and what-if anything—you attend to change as a result.
Oct 21	Communicating	DMS, Ch. 4. Do exercises at start of Chapter 4; write one page