

MBA B650
Managing People in Organizations Winter
2024 Course Outline

Human Resources and Management Area DeGroote
School of Business
McMaster University

COURSE OBJECTIVE

Workers' experiences and behaviors are endlessly fascinating subjects that have a number of important implications for people and the organizations in which they work. Unfortunately, misconceptions about how to manage people and run an organization abound. This course will provide a theoretical foundation that you can use to evaluate organizational phenomena and managerial practices.

This course focuses on the role of "human" resources in the functioning, success, and failure of organizations. Having a great product idea, coupled with well-designed financing arrangements, and a masterful marketing plan, will be of limited value unless organizational members can actually do their jobs effectively. In fact, whether or not an organization even has a great product idea, a well-designed financing arrangement, or a masterful marketing plan in the first place is really a reflection of the successful performance of individuals who work for and with the organization, rather than the organization itself.

The primary goal of this course will be to improve your understanding of how people behave in the context of an organizational structure. Having a greater knowledge of human behaviour will help you to better understand (and predict!) the attitudes and behaviours of your co-workers, subordinates, supervisors, and clients. The course advances through three levels of thinking about managing others: managing yourself, managing groups, and managing others. Through a combination of in-class exercise, cases, readings and assignments, this course will help you to better understand your own past and future behaviours as a member and leader within an organization.

INSTRUCTOR AND CONTACT INFORMATION

Section 1 (C01): Tues 2:30 – 4:30pm Fridays 2:30 – 4:30pm Section 2 (C02): Tues 12:30 – 2:20pm Fridays 12:30 – 2:20pm
Dr. Rami Alasadi
Instructor
alasadir@mcmaster.ca
Class Location Section 1: RJC 313 Class Location Section 2: TBA
Office Hours: after class
TA
Laura Perilli
perillp@mcmaster.ca

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
Avenue: Yes	Ethics: Yes	Numeracy: No	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): No

COURSE DESCRIPTION

This course includes lectures, class discussions, exercises, and cases. This multiplicity of methods allows students to:

1. Test their understanding of theories and concepts presented in class and the readings.
2. Use theories and concepts to analyze and solve actual problems in organizations. This theoretical knowledge is crucial: it allows you to be able to return to “first principles” in order to solve the new problems that you will face, continually, as a manager.
3. Develop skills in communicating ideas, in developing and presenting arguments, in listening to and understanding others, and in challenging others’ views in a way that advances everyone’s understanding.
4. Learn to think independently and critically: you will need to choose the theories or conceptual frameworks that best fit with the issues and problems in the case at hand.

In this course, the role of the professor includes lecturing, but will more often tend toward stimulating and guiding student discussion. I will review theoretical concepts but will also ask questions and encourage you to present, and support, different points of view in discussion.

LEARNING OUTCOMES

Upon completion of this course, your professional skills should be improved by being able to better:

- Identify the impact of individual characteristics (e.g., personality) and explain how these factors do and do not shape behaviour
- Analyse and improve the design, motivation, and function of teams
- Anticipate and manage dysfunctional interpersonal conflict
- Identify strategies to excel in and manage diverse workplaces
- Assess and improve organization culture
- Explain the difference between a good manager and a great leader and explore ways in which you can improve your own leadership style
- Examine the concept that good management and leadership skills are not necessarily intuitive or obvious
- Build and leverage your social network as you work towards your career goals
- Explain that most managerial issues are multi-faceted and not always quickly resolved by the latest management fad

- Avenue registration for course materials: <http://avenue.mcmaster.ca/>
- Harvard Business School Publishing Course pack: <https://hbsp.harvard.edu/import/1125760>

EVALUATION

Learning in this course results primarily from discussion and participation in activities. The balance of the learning results from the lectures, related readings, and researching your presentation, assignments and projects. All work will be evaluated on an individual basis, except in certain cases where group work is expected. In these cases, group members will share the same grade adjusted by peer evaluation as necessary. Your final grade will be calculated as follows:

Components and Weights

Group - HR in the news" Mini Presentations	March 15 th – 22 nd	10%
Group - Practical Project	March 17 th @ 11:59PM	10%
Group - Business Management Simulation (Conscious Capitalism)	"Throughout the semester, on Fridays,"	30%
Individual - Participation	"Throughout the semester and during Q&A sessions in Mini Presentations."	5%
Individual -Real Estate Agent Paper. How do I make the best decision? How do I make the right decision?	Feb. 18 th	15%
Midterm Exam	Feb 28 th Wed. 2:30-4:30	30%
Total		100%*

Grade Conversion

At the end of the course, your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

Letter Grade	Percent	Points
A+	90-100	12

A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf

Assignment and Assessment Details

“OB/HR IN NEWS” MINI PRESENTATIONS (10%)

Students will work in their learning groups to present one 20-minute presentation during weeks 9 and 10. Students are expected to present a relevant OB/HR case or share a relevant news article with the class for the topic that was covered previously in class. Students should NOT review the lecture material but rather discuss a real life case/example and apply the course material to the real life situation.

Real Estate SIMULATION REFLECTION PAPER (15%)

You are expected to research and come up with a list of competencies that are required for a successful real estate agent. You will also need to think about what methods should be used to evaluate if the candidate possesses these competencies or not! You will be watching a video on recruiting a real estate agent for one of the top companies in England. Five Candidates, Three Rounds, One Winner! You are required to make a prediction about which candidate will win based on your research, course materials and the information provided in the video. Following the simulation, you are required to hand in a 3-page reflection paper discussing your experience, how you made your decisions, and if you made a wrong prediction about the winner, provide justification.

Business Management Simulation (Conscious Capitalism) (30%)

The Business Management Simulation Group Activity is designed to provide you with the opportunity to apply your knowledge in a more realistic setting and witness the outcomes of your decisions. In addition, it will further your ability to work collectively with a team in making business decisions in a timely manner and to justify those decisions.

To ensure group equity and to more realistically mimic a true company experience, you will be assigned to a group. Each group will act as the management team of a simulated company making business and HR decisions and then taking responsibility for the results that follow from your decisions.

Please note that the simulation is composed of 6 decisions and each decision will be completed during Friday classes. Teams will be competing against each other.

Simulation Performance is based on the cumulative balanced scorecard (CBS) which combines the results of all decisions of play. Since you will be playing against classmates, the grades are assigned based on two criteria:

- The distance of a team’s CBS relative to the team that is ahead of it

- The percentile of the team's CBS in the distribution of all previously played games

NB: You Just Need to be Competitive and Excel in Every Area!

Practical Group Project (10%)

Due to the strong reputation of DeGroote School of Business, the board of directors of McMaster University decided to leverage this success and expand its operations internationally. The target host country for building a new Campus is Saudi Arabia.

As a Manager, you are required to work with your team and with other business functions in order to develop an HR plan that is aligned with the new strategy.

Part One:

- Critical analysis of the external environment: Political, Economical, Social, Technological,
 - Environmental and Legal factors.
- Critical analysis of the internal environment: Resources, Capabilities, Structure and Culture.
- Careful development of business strategies as these will be the bases for the subsequent HR strategies and practices.

Part Two:

Describe what the key HR challenges would be for DeGroote School of Business entering Saudi Arabia. Address how HR policies and practices should be adapted to the local environment and culture by addressing but not limited to the following HR functions:

- staffing
- performance management
- compensation
- training

More attention should be given to recruitment and selection as this may require hiring people from Canada, Saudi Arabia and other countries. The hiring decision has several implications on the other HR functions especially with regards to compensation and training.

Midterm (30%)

There will be a Midterm evaluation scheduled for Wednesday, February 28th, from 2:30 to 4:30. This assessment will encompass all the materials covered thus far, including articles, discussions, PowerPoint presentations, etc. Please note that the Midterm will be conducted in person and will be a computer-based exam. To ensure a smooth examination process, kindly bring your personal laptop and ensure that the lockdown browser is installed before the exam day. This browser installation is necessary to access and complete the exam.

COMMUNICATION AND FEEDBACK

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential email to the Program Director. Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email

account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Marks for all evaluation activities will be posted on Avenue. Your final grade will come through Mosaic and will not be posted on Avenue.

Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism (e.g., the submission of work that is not one's own or for which other credit has been obtained)
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities.

These expectations are described in the [*Code of Student Rights & Responsibilities*](#) (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term.

Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) 8 weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be

filed after the examination is complete. The SAS website is:
<http://sas.mcmaster.ca>

*ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES
(RISO)*

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on Avenue, in the classroom, etc.) to the various learning activities will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during classes and/or on Avenue. It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly. Lack of awareness of the course policies cannot be invoked at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

Petition for Relief from Missed Academic Work

Where students miss a scheduled deliverable, assessment or class participation for legitimate reasons (e.g., religious holiday, medical issue) as determined by the Program Office, the weight for that component will be distributed at the discretion of the instructor. Proper documentation explaining such an absence must be provided to the Program Office within five (5) working days after the deadline. Please see the BLPT Academic Policy Handbook for more details.

All deadlines **MUST** be adhered to in this course. Any material that is submitted after the deadline and has not been approved through the Missed Academic Work policy in the BLPT Handbook will **NOT** be evaluated and will receive a mark of **ZERO**.

Course Outline

Week		Reading	Activities and Assessment
1	Tuesday: Introduction Friday: Why do people matter? Introduction to OB Importance of HRM	Drucker, P. F. (2002, February 1). They're Not Employees, They're People. Power-point slides uploaded on A2L by instructor.	In class activity: is the mission of DeGroot School of Business consistent with its practices?
2	Tuesday: Managing HR <ol style="list-style-type: none"> 1. Job Analysis 2. Job Design 3. HR Functions 4. Why is staffing so critical to the organization? Friday: Conscious Capitalism Simulation	Holmes, D. E. (2019, April). Expanding the Pool. Power-point slides uploaded on A2L by instructor.	In class activity
3	Tuesday: Managers as decision makers and motivators Friday: Conscious Capitalism Simulation	Herzberg, F. (2002, December). One More Time: How Do You Motivate Employees? Power-point slides uploaded on A2L by instructor.	In class activity
4	Tuesday: Managers as negotiators <ol style="list-style-type: none"> 1. Conflict 2. Power 3. Leadership Friday: Real Estate Agent Simulation.	Sims Jr., H. P., Faraj, S., & Yun, S. (2009, March). When Should a Leader Be Directive or Empowering? How to Develop Your Own Situational Theory of Leadership. Power-point slides uploaded on A2L by instructor.	In class activity Friday: A video will be played in class. Report is due Feb. 18 th 11:59PM (15%)
5	Tuesday: The impact of the environment on managers. <ol style="list-style-type: none"> 1. Environment 2. Structure 3. Culture 4. Creativity Friday: Conscious Capitalism Simulation	Warrick, D. D. (2017, April). What Leaders Need to Know About Organizational Culture. Power-point slides uploaded on A2L by instructor.	In class activity
6 Reading week	February 19-23		
7 Midterm			Midterm Exam 30% Wed. 28 th 2:30-4:30

Wednesday	Friday: Conscious Capitalism Simulation		
8 March 4	Tuesday: Managing in a Global Environment Local HR vs International HR Friday: Conscious Capitalism Simulation	Transfer of HRM Practices to Subsidiaries: Importance of the Efficiency of the HRM System Aitziber Lerchundi This article can be found using McMaster Library Database. Power-point slides uploaded on A2L by instructor.	
9 march 11	Tuesday: Conscious Capitalism Simulation Friday: Presentation		Presentation (10%)
10 march 18	Tuesday: Presentation Friday: Presentation		Presentation (10%)