

**Kellogg School of Management
Management and Organizations Department
MORS 441-0 Managing People for Competitive Advantage
DRAFT - MINOR CHANGES MAY OCCUR**

<u>Dates & Times</u> Monday Evenings 6:00 – 9:00 PM Tuesday & Thursday Mornings 8:30 – 10:00 AM	<u>Office</u> Wieboldt Hall: TBD Jacobs – MORS Department, 3 rd Floor: #3103
<u>Faculty</u> Professor Brenda Ellington Booth bbooth@kellogg.northwestern.edu (847) 467-6748	Professor Karen Cates k-cates@kellogg.northwestern.edu (309) 368-7895
<u>Office Hours & Location:</u> • Mondays 4:45 to 5:45 pm - Wieboldt Hall • Tuesdays 10:00 to 11:00 am - Jacobs #3103 • Fridays 10:00 to 11:00 am - Jacobs #3103	

Who Should Take This Course

This course is for anyone who will manage and motivate people in their organization and/or for the Human Resource and Talent Management Professionals charged with supporting them.

Course Description

People clearly are an organization's most critical resource. Their knowledge and skills along with their commitment, creativity, and effort are the basis for competitive advantage. It is people that have creative ideas for new products or for process improvements that devise marketing strategy or take technologies to the next level. This course focuses on the people side of business from a general management perspective. In taking this generalist approach, we integrate concepts from organizational behavior, human resource management, strategy, and organizational design. Course topics include creating motivation and commitment, managing performance (goals and rewards), managing collaboration, and the 'people side' of managing change.

This course counts toward the following majors: Management & Organizations.

Prerequisites: All Students: MORS-430-0; **Co-requisites:** None

Course Premise & Philosophy

Managing and motivating people in organizations makes bottom line sense. Researchers have demonstrated repeatedly, and with varying degrees of specificity, that organizations that make people management a top priority enjoy stronger earnings, deeper customer relationships, lower net employment costs, and greater profitability. People are the most sustainable competitive advantage because it is difficult to duplicate the leadership values and organization culture that promote commitment in the people who execute strategy.

Managing people and developing positive relationships in organizations are not a neutral activities but moral imperatives. The impact of not building the commitment of people with whom you work touches

everyone: the employer, the customer, the employee's family, and the employee as an individual. You need to do this well to call yourself an effective leader. In the end, leading others is a personal responsibility. By managing and maximizing real relationships at work, leaders manage the most valuable assets of the organization.

Intended Deliverables

Given that managing people can lead to sustainable results and is a leadership necessity, our intention is to provide you with:

- **Wisdom and Knowledge, plus a Toolkit of Strategies** to effectively analyze and respond to the complexities of people management.
- Opportunities to **Increase Your Confidence** in your ability to effectively relate to and manage others through experiential learning activities, including in-class role plays and a practicum where students deliver 360° assessment debriefing conversations to real students with real data.

Course Design & Format

We will teach the course in three phases moving from the big picture to detailed frameworks, tools and strategies, then return back to the big picture.

Phase I

We will begin with the “big picture” – sharing structures and analytical tools to assess an organization's people management focus and discuss key organizational systems and processes needed to maximize performance through people. You will analyze cases and engage in discussion with guest speaker(s), integrating concepts from organizational behavior, human resource management, strategy, and organizational design.

Phase II

We will shift our emphasis to the practical strategies of people management. We will cover topics relating to creating motivation and commitment, managing performance (goals and rewards), managing collaboration, and the ‘people side’ of managing change. You will participate in role-plays and other exercises including a practicum where students will deliver a debriefing of real 360° assessment results.

Phase III

We will wrap up with the organizational forces that affect the competitive advantage of an organization's people and how to address them. You will be asked to reflect on and synthesize concepts through personal reflection papers and a small group project of your choosing.

See section under Weekly Topics & Assignments for specifics.

Grading

Students may earn a total possible 1000 points in this class. Points are awarded based on participation and performance as described in the box below. Grade components are broken down into smaller assignments.

<u>Grade Component:</u>	<u>Points:</u>
360 Degree Practicum	500
Group Assignment	500
Total	1000

360 Degree Practicum: For this graded portion of the class, students will be asked to solicit feedback from Kellogg peers and deliver the results to each other as a training precursor to interpreting and delivering feedback to a Northwestern University undergraduate student leader. Working in conjunction with the University's Center for Leadership Office, students will engage in real time training and practice in the art of delivering and receiving feedback.

Group Assignment: Students will form self-selected groups based on interests of 2 to 3 members to write an analysis of people management practices in the organization of their choice. Each individual will receive the same grade that the group receives on the assignment. The group assignment has several interim opportunities for feedback from instructors.

Attendance Policy

Attendance will not be rewarded through course scoring, but lack of attendance will have a serious downside impact on student grades. Much of the work and learning will occur in the classroom, and absences will affect not only the student and his or her learning, but the experience of classmates as well. Attendance is mandatory. Necessary absences should be treated as they would be at the student's workplace: notification to the instructors accompanied by the student's plan to make up work, especially with regard to classmates and the course projects. **Merely attending will not be sufficient** for top grading. Students must be prepared and engage in both in-class and out-of-class assignments. Contributions by exploring new insights, sharing learnings outside the classroom, and thoughtful debate are encouraged.

Honor Code

- All written work should be original – written by you and/or group members.
- All information shared during any class discussions and the practicum concerning others is considered confidential. Sharing others' personal information will be a violation of the Kellogg Honor Code.

Weekly Topics & Assignments

See Blackboard for specific assignments and details for “preparation for class” and “assignments due”.

Week	Dates	Topics	In Class Activities	Preparation for Class	Assignments Due
1	Mon: 3/26 Tues/Fri: 3/27 & 3/30	Course Introduction People as Competitive Advantage	Handout Group Assignment Expectations & Time Lines Goals Statements Cases Discussion (SAS)	Case: SAS Institute and Study Questions	Goals statement (to be completed in class)
2	Mon: 4/2 Tues/Fri: 4/3 & 4/6	Current Human Resources Trends Impact of social media on the workplace	Handout 360 Practicum Assignment Speaker: Adam Goodman 4/2 & 4/3	Readings TBD	Group assignment names due
3	Mon: 4/9 Tues/Fri: 4/10 & 4/13	Motivation & Commitment	Team Contract Presentations Class Discussion/Case Study	Readings TBD Team Contract Presentations	Team contracts
4	Mon: 4/16 Tues/Fri: 4/17 & 4/20	Diagnosing Performance & Managing Up Strategies	Presentation of Group Assignment Topics & Research Plan	Case: Growing Managers Group Assignment Presentations	Group assignment topic & research plan 360 Feedback from peers due
5	Mon: 4/23 Tues/Fri: 4/24 & 2/27	Performance Appraisal and Delivering Feedback	In-class peer 360 feedback exercise Midterm Course Feedback	Readings TBD	360 Peer feedback worksheet due

Week	Dates	Topics	In Class Activities	Preparation for Class	Assignments Due
6	Mon: 4/30 Tues/Fri: 5/1 & 5/4	Hiring, Interviewing, Testing & Training	Handout Undergraduate 360 Assignment Speaker: Adam Goodman 4/30 & 5/1	Readings TBD	Proposal for group assignment final paper due
7	Mon: 5/7 Tues/Fri: 5/8 & 5/11	Managing Generations	Generational Exercise	Readings TBD	
8	Mon: 5/14 Tues/Fri: 5/15 & 5/18	Managing Conflict/Difficult Conversations Discipline, Grievance Procedures, Termination	Role Play: H&G Household Goods	Case: H&G Household Goods	Deadline for 360 debriefing session with undergraduate student leader
9	Fri: 5/18 Make up for Mon 5/28 evening section only Tues/Fri: 2/22 & 2/25	Managing Change Downsizing, Benefits &/or workforce	Speaker: TBD	Readings TBD	
10	Mon: 5/21 Tues/Fri: 5/29 & 6/1	Globalization and Expat Employees	Course TCE's 360 Student Debrief Speaker: Adam Goodman 5/21 & 5/29	Readings TBD	Individual 360 Reflection paper due (All sections due 5/29)
Finals Week	Exams begin 6/4				Group assignment final paper due on the scheduled date of the final exam