

Course Schedule

	Topic	Reading	Simulation	Due
Jan 17	Introduction to Organizational Psychology	<ul style="list-style-type: none"> • HBE, "Teams with an edge" • Thompson, "Building the team: Tasks, people, & relationships" • Wageman, "Critical success factors for creating superb self-managing teams" 		
Jan 24	Personalities in Organizations	<ul style="list-style-type: none"> • Welch, "What winners are made of" • Bossidy, "The job no CEO should delegate" • Leonard & Strauss, "Putting your company's whole brain to work" • Benne & Sheats, "Functional roles of group members" ◇ Gladwell, "Personality Plus" 	Team Interviews	Project Case Distributed
Jan 31	Cultures of Teams	<ul style="list-style-type: none"> • Greeberg & Baron, "Group processes & work teams" • Forsyth, "Group Dynamics" • Druskott & Wolff, "Emotional intelligence of groups" • Fishman, "Whole foods is all teams" • Gladwell, "The talent myth" ◇ Fortune, "The 100 best companies to work for 2006" 	Team Recruiting Ad	
Feb 7	Group Problem-Solving & Creativity	<ul style="list-style-type: none"> • Thompson, "Creativity: Mastering strategies for high performance" • Thompson, "Sharpening the team mind" • Forsyth, "Decision Making" • Russo, "Winning Decisions: Getting it right the first time" • Drucker, "The theory of the business" 	New Yorker Cartoon	
Feb 14	Motivation	<ul style="list-style-type: none"> • Perry & Porter, "Factors affecting the context for motivation in public organizations" • Kouzes & Posner, "Recognizing contributions" • Kim & Mauborgne, "Fair process: Managing in the knowledge economy" • Schermerhorn et al., "Turning on the marginal performer" • Pfeffer, "Six dangerous myths about pay" ◇ Manzoni & Barsoux, "The set-up-to-fail-syndrome" 	Happy Farmers Grocery	
Feb 21	Team Leadership	<ul style="list-style-type: none"> • Greenberg & Baron, "Leadership in organizations" • MacFarquhar, "The better boss" • Goleman, "What makes a leader?" ◇ Lublin, "Bad boss ahead" 	Leadership Retreat	

Feb 28	Project Management: Performance, supervision, deadlines & contingencies	<ul style="list-style-type: none"> • HBE, "Teams with an edge: Getting off on the right foot" • HBE, "Teams with an edge: Virtual Teams" • Lewis, "Fundamentals of project management" • HBR, "When failure isn't an option" 	Team Planning Meeting	
Mar 7	Communication: Building networks & dissolving boundaries	<ul style="list-style-type: none"> • Robbins, "Foundations of organization structure" • Cohen & Bradford, "Influence without authority" • Thompson, "Networking & social capital" • Gabarro & Kotter, "Managing your boss" • Uzzi & Dunlop, "How to build your network" 	Favor Circle	Planning Paper Due
Mar 21	Mediation & Conflict	<ul style="list-style-type: none"> • Forsyth, "Conflict" • Stone, "Difficult Conversations" • Fisher & Ury, "Getting to Yes" 	Amanda Dispute	
Mar 28	Feedback & Confrontation	<ul style="list-style-type: none"> • Patterson et al., "Crucial Conversations" • Manzoni, "A better way to deliver bad news" • Samuelson & Gentile, "Get aggressive about passivity" • Parcells, "The tough work of turning around a team" • Jackman & Strober, "Fear of feedback" 	Assertiveness Workshop & Team Feedback Meeting	
Apr 4	Change	<ul style="list-style-type: none"> • Robbins, "Organizational change" • Fishman, "Change" • Neilson et al., "The passive-aggressive organization" • Serkin & Keenan, "Hard side of change management" 	Acme Appliances	
Apr 11	Negotiation	<ul style="list-style-type: none"> • Thompson, "The mind and heart of the negotiator" ◇ Babcock & Lascheven, "Nice girls don't ask" ◇ Tannen, "The power of talk: Who gets heard and why" 	Vacation Negotiation	
Apr 18		GROUP PRESENTATIONS		Oral and Written Pitches Due
Apr 25	Women in Business	<ul style="list-style-type: none"> • Rheem, "Equal opportunity for women" • Glick & Fiske, "Hostile and benevolent sexism" • HBR, "Ways women and men lead" • Hewlett & Luce, "Off-ramps and on-ramps" 	tba	360 Team Feedback due
May 2		Reading day		Project Paper Due
May		EXAM		