

## **Organizational Behavior – Rutgers EMBA Fall 2009**

**Anat Lechner (Sessions 1, 2)**

**Jim Smith (Sessions 3 & 4)**

**Bruce Esposito (Sessions 5, 6 & 8)**

**David F. Giannetto (Sessions 7, 9 & 10)**

The Organizational Behavior (OB) course is designed to expose students to the topic of OB from the multiple perspectives most common in business today. Each professor will be delivering content relative to one perspective, with key themes tied together throughout the course. From a broad perspective, OB is traditionally broken down into two disciplines:

- "Micro" Organizational Behavior: refers to individual and group dynamics in an organizational setting (leadership, team building, personality types and assessments)
- "Macro" Organizational Theory: studies whole organizations, how they adapt, and the strategies and structures that guide them

Anat Lechner will provide a Macro-OB overview of the current dynamics in the business world and how some organizations succeed where others fail.

Jim Smith will provide Micro-OB sessions designed to improve individual communication and presentation skills.

Bruce Esposito will provide the foundation of Micro-OB, with a focus on leadership, management skills and tools, critical to the successful planning and execution of organizational strategy, growth, and change management.

David Giannetto will provide the foundation for traditional Macro-OB, contrasted with today's more progressive approaches.

### **OB1 (9/07) – ANAT LECHNER – INTRODUCTION**

This session establishes knowledge regarding current dynamics of the business world, and type of challenges managers are confronted with.

#### **READ:**

McKinsey 2006 trends (BB)

#### **PREPARE:**

1. What key trends stand out for you? Why?
2. How well were predictions made in this article met so far?
3. What accounts for the difficulty of making such predictions and spotting trends in today's work?

### **OB2 (9/08) – ANAT LECHNER – ORGANIZATIONAL ANALYSIS AND ALIGNMENT**

What makes some organizations successful while others fail – this of course is a 1B\$ Qs that we'll attempt to answer looking at some good mngt fundamentals and especially the management of fit.

#### **READ:**

Meg Whitman at eBay Inc. (HBS)

#### **PREPARE:**

Assignment Questions:

1. Discuss eBay as an organization (strategy, structure, culture, stage in its organizational life cycle).
  - a. Discuss why growth is a potential threat to their "strategy-structure-culture fit."
  - b. Discuss the acquisition of Krause using the stakeholder model as a lens.
2. Discuss Meg Whitman as a leader.
  - a. In what specific ways do her actions reflect an understanding of eBay as an organizational system?

- b. How well is she managing power and politics?
  - c. Is she a “level 5 leader”? Back up your opinion.
3. What recommendations can you make for Whitman and e-Bay given the issues you outlined above?

**OB3 & OB4 (9/12) – Jim Smith – High Impact Business Presentations: *Creating High Speed Connections***

*The WHAT:* As professionals we are always on. Our presence, power, communication behaviors, business decorum, tact and service energy are vital for achieving the results we desire. Language, clarity, image and thoroughness are factors in every customer interaction, brief or lengthy. We’re always “on.” Every learner who attends this course will receive valuable pointers to be more effective when working with and presenting to: customers (internal and external), leaders, co-workers and with each other. They will be well on their way to being better communicators and presenters – more engaging, thorough and confident – while providing high impact.

During this one-day, two part, high-energy session students learn: powerful and engaging presentation and platform skills, adult learning theories, proven practices for accelerated learning and methods for creating an electric environment. Topics like: humor; spontaneity; theater; presence; personal power; strategic presenting (e.g., informal or humorous); stretching one’s comfort zone; making presentations to small or large groups; overcoming stage-fright and nervousness; asking and answering questions; transitioning; gesturing, voice modulation; eye communication; and using visual aids (namely power point and flip charts) are also reviewed and applied. The module overview below provides a snapshot of the program curriculum.

*The HOW:* During the class participants receive powerful presentation skills pointers, tips and best practices then practice them. They will make several presentations during the class culminating with each person making a brief presentation on information they would routinely present on back on the job. What’s more, learners can take advantage of an executive coaching session with the facilitator Jim Smith, Jr. The executive presentation skills coaching session is a voluntary 30 minute, one-on-one session with Jim, that is scheduled at least one month after the class.

The overall class format is essentially “show, tell and let.” We share with them several presentation skills modules then give them an opportunity to process it then practice it.

*The BENEFIT:* Participants learn to: Express not impress, during their presentations, Vary their voice intonation, Be more confident and engaging in front of senior leaders and customers, Build high speed connections with any audience, Make dry, theoretical, mundane content come to life, Work a room and create an electric learning environment, Motivate, influence and inspire their listeners, Connect with the listeners’ head and heart, Deal more effectively with difficult presentation situations.

The High Impact Business Presentations: *Creating High Speed Connections* modules are: Openers and Closers, Learner Engagement, Powerful Presentation Skills Pointers (e.g., movement, gestures, presences, poise, confidence, humor, energy, eye communication, word choice, vocal variety, body language, appearance, openness) and Presenter Mistakes, BeTheStory story telling, Personal Power, Content and Materials Preparation, Development and Organization, Asking and Answering Questions and Transitioning, Creating an Electric Environment, Dealing with Difficult Presentation Situations.

**OB5 (9/27) – Bruce Esposito – Creativity, Innovation and Leadership**

This session will introduce the 4P Model for Creativity (Person, Place, Product, and Process) and explore how its understanding and use can enhance a leader’s ability to drive innovation in their organization. We will use an instrument, called VIEW, to measure each EMBA students problem solving and creative style. We will integrate this Personal result with the Creativity model and a

“Toolbox” (for each team) of practical instruments and explore how to enhance their ability to become better team members, team leaders, managers and executives. (Note: The “Place” or climate element of the Creativity Model fits very well with the eBay case that Anat will introduce.) We will use the Process element of the model to have them generate ideas as to “How Their Study Group Teams Can Be More Creative.” We will use several of the tools in the Toolbox to generate ideas, and show them how to facilitate a meeting to converge that set of ideas into the one or two that they would like to explore on an on-going basis. This convergence meeting will be a team assignment that will result in each team returning a fully developed idea or two for review during our last session together.

- READ:** 1. Building the Creative Organization (AMA)  
2. Innovative Leadership in Today’s Demanding Marketplace (EBInsight)

**OB6 (10/03) – Bruce Esposito – Negotiation as a Leader/Corporate Competency:**

In this session we will introduce the value of Interest-Based Negotiation, and compare it to more traditional approaches. We will be utilizing the model first used by the Harvard Negotiation Project, called the Strategic Compass, which allows both parties to focus on the key interests of each other, looking for options that will allow them both to benefit from the outcome. It promotes positive process and productive communication prior to making a commitment, and pursues a focus of improving the final agreement to benefit both parties. If our current dates hold, I will co-facilitate this session with a colleague from Conflict Management Partners, a spin-off of the Harvard Negotiation Project. During the session we will introduce and explore that model, lead the group in a structured preparation of a “Contract Negotiation” case, have them negotiate in pairs, and debrief the result as a group. After exploring how this approach can be used in their firms, we will introduce a case involving two entrepreneurs whose software development firm (Hackerstar) is in trouble, and ask them to negotiate a resolution to their issues, in pairs, as a graded homework assignment.

- READ:** 1. Turning Negotiation into a Corporate Capability (HBR)  
2. Prologue: Prepare, Prepare, Prepare (Bantam)

**OB7 (10/18) – David Giannetto – Quantitative Organizational Behavior**

This course defines the modern business environment and the dynamics in play within it. It utilizes historical organizational behavior theory to contrast current management trends with prior practices. It covers a quantifiable organizational framework that applies to nearly all organizations. It uses this framework to demonstrate the organizational and interpersonal behavior dynamics that affect performance within the environment created by this framework. It provides a summary overview of current management trends that aim to deal with these dynamics, (strengths, weaknesses, and keys to success).

**OB8 (11/08) – Bruce Esposito – Coaching and Mentoring for Performance**

In this session we will explore how to improve individual, team and firm performance through the use of coaching and mentoring. We will explore how it can help in the resolution of issues, the development of one’s people, and in driving timely decisions in support of resolving business issues and addressing opportunities. This latter approach is called achieving “decision velocity.” We will introduce a “process-based” coaching model called GROW, and show how valuable it is as an added technique to complement the more standard “expert-based” coaching models. We will have students pair up in the session and coach each other to address a real problem that they have brought from their work environments, and show them how to productively give feedback to each other to promote learning rather than unproductive criticism. In addition, we will explore the situation where the coachee is not aware of their need for coaching, or doesn’t agree that they need it. This more difficult situation requires the introduction of a brief, but powerful negotiation step, that determines if the coachee is willing to work together with the coach. We will demonstrate this technique in class, and encourage the teams to practice this with each other, on their own issues, outside of class. Finally we will discuss the role of mentoring in the current business environment and how it can both improve performance and enhance corporate learning and culture. A formal homework assignment will not be generated from this session.

- READ:** 1. Decision Velocity: A Target for Coaching (InsideOut)  
2. Why Mentoring Matters in a Hypercompetitive World (HBR)

**OB9 (11/08) – David Giannetto – The Role of Information**

This session serves as a primer to present the basic concepts behind the creation, modification, distribution and usage by management of information in current business environments. It provides an overview of core technologies that gathers and delivers information, the role each plays, and the value each provides to management. It presents the strength and weaknesses of most current environments and the current management trends to overcome them.

**TEXT:** *The Performance Power Grid: The Proven Method to Create and Sustain Superior Organizational Performance*, Giannetto/Zecca, Wiley & Sons 2006.

**READ:** reading assignments to be discussed in session OB7.

**OB10 (11/14) – David Giannetto – Managing Organizational Performance**

This session uses the organizational framework to demonstrate the differences between product and customer driven organizations. It examines the leading trends currently in use throughout business to transform organizations, how to properly align their organization, how to create the proper structure within their organization and teaches the skills necessary for students to create these changes within their own organization.

**GRADING**

One grade will be issued for the course. Each professor will provide comments on student class participation. Students will be issued a take home exam on the last day of class, to be turned in via email one week after issuance. The exam will consist of four questions, from which each student will select two questions to answer. The questions will be based upon course material and discussion, and will focus on the application of micro- and macro-OB techniques, and the contrast between the two. Each student's response to both questions will not exceed a total of 3 double spaced pages of text (12 font, standard margins). Text beyond the third page will not be considered. Detailed information will be provided during the OB10 session.