

National Tsing Hua University
Institute of Technology Management
Fall 2020
Organizational Behavior

Class meets: Tuesday 9:10 a.m. to 12 p.m. in Room 120, TSMC Building

Instructor: Dr. Yu-Wen Liu

Office: Room 851 TSMC Building

Office hours: by appointment

Contact: ywliu@mx.nthu.edu.tw

COURSE OBJECTIVE

After completing the class, you should become familiar with the major concepts of organizational behavior and issues that managers encounter, and with principles, practices and models that help managers deal with these issues. In addition, you should be able to see how the relationships among people within an organization and relationships among organizations influence organizational effectiveness.

DETAILS

Each class will include discussion of readings, recent news and cases. Your grade will be based on your performance in the following three categories.

I. Classroom Participation (25%)

In-class Discussion

The learning experience in a course like this one depends heavily on each student being prepared to actively participate in every class session. Positive participation includes attendance, active involvement in all in-class exercises and discussions, and maintenance of a classroom demeanor that encourages the participation of others. You will be evaluated on the quantity as well as the quality of your contribution and insights. Quality comments possess one or more of the following attributes: (a) Contribute to moving the discussion forward; (b) Offer a different, unique and relevant perspective on the issue; (c) Build on other comments of others; and (d) Include some evidence or analysis of inherent tradeoffs, i.e., demonstrate reflective thinking.

Individual weekly personal learning note

In addition, closing to the end of every class, each student is required to summarize what you have learned in our class on that day in one page. The one-page summary should include both key ideas from each article and your main takeaway from our class discussion.

II. Group Assignments (45%)

Weekly group presentation for the selected article/book chapter (24%)

Every week, two groups of students will be responsible for presenting the key ideas from one selected article or textbook chapter and raising some questions for discussion for that week.

Presentation should be done with 15 minutes. Each group needs to develop a 15-minute activity

related the session topic. Additionally, each group needs to provide at least one additional reading for the selected topic which is published after 2015. This reading can be newspaper, magazine, or journal articles. We will leave 20 minutes for discussing questions.

Term project (21%)

Each group needs to select one company/shop, identify the challenges the company/shop currently face through analyzing secondary data, interviewing or observing onsite, and provide potential solutions to the CEO/owner of the company/shop. On Oct 27, 2020, each group will hand in their target organization for the term project. All groups need to hand in and present your progress report for the final project on Nov. 17, 2020. The final presentation will be held on Jan 5 & 12, 2021.

Group project delivery

Before your group presentation, the ppt file should be sent to the following address ywliu@mx.nthu.edu.tw before 5 pm on Sunday. Please Note that, the final grade on group related assignments might not be the same for all members on a team if someone does not contribute equally to the team projects. Please note that the credit for each team member in the same team might be different if most of your teammates are not satisfied with your contribution.

III. Examinations (30%)

Mid-term exam (15%)

Final exam (15%)

OTHER POLICIES OR NOTES:

- Do not miss classes. However, you are allowed to be absent from the class for two times, no questions asked. You might want to use the freebee wisely. *Beyond that, your grade will be significantly affected.*
- Be on time for classes
- Turn off cellular phones
- Do not accept late assignments
- Do not cheat on exams
- Attendance \neq participation

Any violation of the above rules will seriously adversely affect your grade

TENTATIVE WEEKLY SCHEDULE

Session 1: Rewards

- Duncan, W. J. (2001). Stock ownership and work motivation. *Organizational Dynamics*, 30(1), p.1-11.
- Case, J. (2001). When salaries aren't secret. *Harvard Business Review*, 79(5), p.37-43. (HBR Case)
- Erickson, Tamara J.; Gratton, Lynda. (2007). What It Means to Work Here. *Harvard Business Review*, Vol. 85, Issue 3, p104-112
- Desai, M. (2012). The incentive bubble. *Harvard Business Review*, 90(3), 124-132
- Zenger, Todd. (2016). The Case Against Pay Transparency. *Harvard Business Review*, p1-6. 6p.

Recommended readings:

- 盧智芳(2006).定義你的身價. 2006年12月 Cheers雜誌
- Cullen 2018_The Motivating (and Demotivating) Effects of Learning Others' Salaries

Session 2: Motivation

- McClelland, D. C., & Burnham, D. H. (1995). Power Is the Great Motivator. *Harvard Business Review*, 73(1), 126-13
- Nicholson, N. (2003). How to Motivate Your Problem People. *Harvard Business Review*, Vol. 81 Issue 1, p57-65
- Nohria, N., Groysberg, B., & Lee, L.-E. (2008). Employee Motivation. *Harvard Business Review*, Vol. 86 Issue 7/8, p78-84
- Steenburgh, T., & Ahearne, M. (2012). Motivating Salespeople: What Really Works. *Harvard Business Review*, 90(7/8), 70-75.
- Graziano, N. (2019). The leader as coach. *Harvard Business Review*, November-December, 111-119.
- Williams J.C. & Mihaylo, S. (2019). How the best bosses interrupt bias on their teams? *Harvard Business Review*, November-December, 151-155.
- Knight, R. (2019). How to Motivate Your Team During Crunch Time? *Harvard Business Review*, November-December, 2-7.

Recommended readings:

- 張漢宜(2010). 5要4不 罵出好成效 出處：天下雜誌第450期 2010/ 6/30出刊
- 辜樹仁(2007).胡蘿蔔與棍子都已不管用 出處：天下雜誌第383期 2007/10/24出刊
- 鳳凰周刊,富士康自殺潮內幕,Vol.366,No.17, 2010年06月13日,p20-37
- 江逸之·黃靖萱(2010).富士康十二跳背後 高壓失靈 管理新一代的兩難 出處：天下雜誌 448期 2010/06

Session 3: Communication and Negotiation

- Tannen, D. (1985). The power of talk: Who gets heard and why? *Harvard Business Review*, 73(5), 138-148.
- Sebenius, J. K. (1992). Negotiation analysis: A characterization and review. *Management Science*, 38(1), 18-38.
- Maurice E. Schweitzer and Jeffrey L. Kerr (2000). Bargaining under the Influence: The Role of Alcohol in Negotiations. *The Academy of Management Executive*, Vol. 14, No. 2, pp. 47-57
- Williams, Gary A.; Miller, R.B. (2002). Change the Way You Persuade. *Harvard Business Review*, Vol. 80 Issue 5, p65-73
- Porath, C., & Pearson, C. (2013). The price of incivility. *Harvard Business Review*, 91(1), 114-121.
- Bernstein E. & Waber B. (2019). The truth about open offices. *Harvard Business Review*, November-December, 83-91.

Recommended readings:

- 孫珮瑜·廖瑞真(2007). 溝通能力決定你的成功機率 出處：天下雜誌第379期 2007/8/29出刊
- Jeong et al 2019_Being nice in a negotiation can backfire.
- 最最後一個甜甜圈不要拿 (2014) · 天下

Session 4: Power and influence

- Barnes, L. B.; Hershon, S.A. (1976). Transferring power in the family business. *Harvard Business Review*. 54(4). 105-114.
- Kotter, J.P. (1977). Power, dependence and effective management. *Harvard Business Review*.
- Rosabeth, M.K. (1979) Power failure in management circuits. *Harvard Business Review* 4, 65-75
- Magretta, J.(1997). Will she fit in?. *Harvard Business Review*. 75(2) , p18-32
- Pfeffer, J. (2010). Power play. *Harvard Business Review*. Vol. 88 Issue 7/8, p84-92
- Baron, S. F. (2013). Inaction speaks louder than words: The problems of passivity. *Business Horizons*, 56(3), 301-311.
- Ely, R.J. & Padavic, I. (2020). What's really holding women back. *Harvard Business Review*, March-April, 58-67.

Recommended readings:

- Carney, D. (2010). Powerful People Are Better Liars. *Harvard Business Review*, 88(5), 32-33.
- 李筑音(2008). 人資主管的告白！裁員幕後 出處：2008年12月 Cheers雜誌
- 張婷華(2010). 時勢造英雌！男性霸權終結 出處：2010年8月 Cheers雜誌

Session 5: Empowerment

- Bernoff, J. & Schadler, T. (2010). Empowered. *Harvard Business Review*, Vol. 88 Issue 7/8, p94-101
- Argyris, Chris (1998). Empowerment: The emperor's new clothes. *Harvard Business Review*, Vol. 76 Issue 3, p98-105
- Green, Sarah; Schrage, Michael; Walker, Carol A.; Muller, Paul (2009). Is the Rookie Ready? *Harvard Business Review*, Vol. 87 Issue 12, p33-40 (HBR Case)
- Anthony, S.D., Cobban, P., Nair, R., & Painchaud, N. (2019). Breaking down the barriers to innovation. *Harvard Business Review*, November-December, 92-101.

Session 6: Perception & Social Cognition

- Casciaro, T. (1998). Seeing Things Clearly: Social structure, Personality, and Accuracy in Social Network Perception. *Social Networks*, 20: 331-51.
- Johnson, J. C., & Orbach, M. K. (2002). Perceiving the political landscape: ego biases in cognitive political networks. *Social Networks*, 24(3), 291-310.
- Leonard L. Berry, Eileen A. Wall and Lewis P. Carbone (2006). Service Clues and Customer Assessment of the Service Experience: Lessons from Marketing. *Academy of Management Perspectives*, Vol. 20, No. 2, pp. 43-57
- Baron, R.A. (2006). Opportunity Recognition as Pattern Recognition: How Entrepreneurs "Connect the Dots" to Identify New Business Opportunities. *Academy of Management Perspectives*, Vol. 20, No. 1, pp. 104-119
- Groysberg, B. (2020). Should you fight to keep a star? *Harvard Business Review*, May-June, 152- 157. (Case study)
- Mayo, A.J., & Margolis, J.D. (2020). Give your colleague the rating he deserves or the one he wants. *Harvard Business Review*, January-February, 140-145(Case study)
- Argyris, C. (1998). Empowerment : The_emperor_s_new_clothes. *Harvard Business Review*, May-June, 98- 105.

Recommended readings:

- 劉好葦(2002). 主管考核和我有落差，問題大了！ 出處：2007年2月 Cheers雜誌
- 李筑音(2006). 考績認知差異大，如何向上反映？ 出處：2006年2月 Cheers雜誌
- 盧智芳(2010). 沒有Fair，只有Justice 出處：2010年5月 Cheers雜誌
- Sheppard, L.D. (2019). For women in business, Beauty is a liability. *Harvard Business Review*, November-December, 34-35.

Session 7: Teams

- Wetlaufer, S. (1994). The team that wasn't. *Harvard Business Review*, 72(6), 281-284.
- Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois, L. J. (1997). How management teams can have a good fight. *Harvard business review*, 75, 77-86.
- Hinds, P., Carley, K., Krackhardt, D. and Wholey, D. (2000). Choosing Work Group Members: Balancing Similarity, Competence and Familiarity. *Organizational Behavior and Human Decision Processes*, 81: 226-251.
- Katzenbach, J. R., & Smith, D. K. (2005). The discipline of teams. *Harvard Business Review*, 83(7), 162.
- Kotler, P., Rackham, N., & Krishnaswamy, S. (2006). Ending the war between sales and marketing.

- Harvard Business Review, 84(7/8), 68.
- Kirby, Julia; Buckingham, Marcus; Bischmann, Joanne, Kolind, Lars, & Blomquist, Tomas.(2006). Just Trying to Help. *Harvard Business Review*, Vol. 84 Issue 6, p35-39 (HBR Case)
- Fryer, B., Craddock, M., Thayer, D., & Kolb, D. (2008). When Your Colleague Is a Saboteur. *Harvard Business Review* (November), p. 41-54.

Recommended readings:

- 張詩芸(2008). 空降新部門·老被冷眼看待? 出處: 2008年1月 Cheers雜誌
- 祝康偉(2008). 你是「愛將」還是「礙將」? 出處: 2008年1月 Cheers雜誌
- Boards. (2020). Another reason to push for female directors, *Harvard Business Review*, March- April, 2020

Session 8: Cultural differences

- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, 2(1), 8.
- Earley, P. C., & Mosakowski, E. (2004). Cultural intelligence. *Harvard business review*, 82(10), 139-146.
- Ghemawat, P. (2001). Distance still matters. *Harvard business review*, 79(8), 137-147.
- Brett, J., Behfar, K., Kern, M. (2006). Managing Multicultural Teams. *Harvard Business Review*, Vol. 84 Issue 11, p84-91
- Earley, P. C. (1993). East meets West meets Mideast: Further explorations of collectivistic and individualistic work groups. *Academy of management journal*, 36(2), 319-348.
- Sidle, S D. (2010). Eye of the Beholder: Does Culture Shape Perceptions of Workplace Bullying? *Academy of Management Perspectives*, Vol. 24, No. 3, pp. 100-101
- Corritore, M., Goldber, A., & Srivastava, S.B. (2020). The new analytics of culture. *Harvard Business Review*, January-February, 77-83.

Session 9: Leadership

- Janice R. W. Joplin and Catherine S. Daus (1997). Challenges of Leading a Diverse Workforce. *The Academy of Management Executive*, Vol. 11, No. 3, pp. 32-47
- Kotter, J. P. (1990). What leaders really do. *Harvard Business Review*, 68(3), 103-111.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 78-90.
- Khurana, R. (2002). The curse of the superstar CEO. *Harvard Business Review*, 80(9), 60-65.
- McNulty, Eric J.; Dunne III, James J.; Marcus, Leonard J.(2010). The CEO Can't Afford to Panic. *Harvard Business Review*, Vol. 88 Issue 3, p121-125(HBR Case)
- Edelman, Russ; Hiltabiddle, Tim. (2006). The Nice Guy. *Harvard Business Review*, V84(2), p21-31.
- Finkelstein, S. (2019). The best leaders are great teachers, *Harvard Business Review*, Winter, 54-58.
- Likierman, S.A. (2020). The elements of good judgment, *Harvard Business Review*, January-February, 103-111.

Session 10: Employee selection and migration

- Cappelli, Peter (2000). A Market-Driven Approach to Retaining Talent. *Harvard Business Review*, Vol. 7 Issue 1, p103-111,
- Cespedes, F. V., Gardner, A., Kerr, S., & Kelley, R. D. (2006). Old Hand or New Blood?. *Harvard Business Review*, 84(7/8), p.28-40.
- Coutu, D. (2007). We googled you. *Harvard Business Review*, 85(6), p.37-47.
- Lawler III, Edward E.; Pringle, Anna; Branham, F. Leigh; Cornelius, Jim; Martin, Jean. (2008). Why Are We Losing All Our Good People? *Harvard Business Review*, Vol. 86 Issue 6, p41-51 (HBR Case)
- Martin, Jean & Schmidt, Conrad (2010). How to Keep Your Top Talent. *Harvard Business Review*, Vol. 88 Issue 5, p54-61

Recommended readings:

- 王曉玟(2010). 找不到人怎麼辦 當我的明星員工被高薪挖角 出處: 天下雜誌第449期 2010/6/16出刊
- 黃亦筠(2010). 鴻海控告前員工 跳槽到同業 違法嗎? : 天下雜誌 453期
- 陳怡伶(2010). 離職率低於1%的祕密 日本連鎖餐廳和民居食屋出處: Cheers雜誌

Additional Reference:

Session 11: The importance of Social Ties

- Krackhardt, D. & Hanson, J. 1993. Informal networks: the company behind the chart. *Harvard Business Review*.
- Lin, N. 1999. Social Networks and Status Attainment. *Annual Review of Sociology* 23.
- Fernandez, R., E. Castilla and P. Moore. (2000). "Social Capital at Work: Networks and Employment at a Phone Center." *American Journal of Sociology*, 105: 1288-1356.
- Yakubovich, V. "Weak Ties, Information and Influence: How Workers Find Jobs in a Local Russian Labor Market." *American Sociological Review*, 70: 408-21
- Cross, R., Borgatti, S.P. & Parker, A., 2002. Making Invisible Work Visible: Using Social Network Analysis to Support Strategic Collaboration. *California Management Review*. 44(2): 25-46.

Recommended readings:

- 李欣岳、黃亞琪 (2010). 7大企業，升遷密碼大公開出處：2010年5月 Cheers雜誌
- 莊素玉(2007). 怎樣才能擁有好人緣？出處：天下雜誌第382期 2007/10/10出刊

Exercise:

- 祝康偉(2008).看看你有多害羞 2008年11月 Cheers雜誌

Session 12: Managing change

- Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59-67
- Hudson, Katherine M (2001). Transforming a Conservative Company--One Laugh at a Time. *Harvard Business Review*, Vol. 79 Issue 7, p45-53
- Charan, Ram.(2006). HOME DEPOT'S BLUEPRINT FOR Culture Change. *Harvard Business Review*. Vol. 84, Issue 4, p60-70 (HBR Case)
- Lee, Thomas H (2010). Turning Doctors into Leaders. *Harvard Business Review*, Vol. 88 Issue 4, p50-58 (HBR Case)

Recommended readings

- 熟齡企業 創新回春術 作者：張漢宜 出處：天下雜誌第407期 2008/10/ 8出刊
- 思科 組織革命終結衰退 作者：辜樹仁 出處：天下雜誌第388期 2008/ 1/ 2出刊

Disclaimer: This schedule of topics and assignments is subject to change to allow for the pace of learning of the class with or without notice. Students are responsible for making themselves aware of any changes that may occur in their absence.

Weekly schedule:

Week	Date	Session Topic	Group #	Selected articles Note. See Session schedule
1	9/15	Introduction/course overview		
2	9/22		G1	
			G2	
3	9/29		G3	
			G4	
4	10/6		G5	
			G6	
5	10/13		G7	
			G8	
6	10/20		G9	
			G10	
7	10/27		G1	

			G2	
8	11/3	TBD		
9	11/10	Mid term		
10	11/17		G3	
			G4	
11	11/24		G5	
			G6	
12	12/1		G7	
			G8	
13	12/8		G9	
			G10	
14	12/15	Career development		
15	12/22	Invited Talk (TBD)		
16	12/29	No class & Take Home Final Exam		
17	1/5	Group Project Presentation	G1-G5	
18	1/12	Group Project Presentation	G6-G10	