

# ENM 380.1 Managing People and Organizations Spring 2023

Professor John Daly  
Moody College of Communication & McCombs School of Business  
University of Texas at Austin  
[daly@austin.utexas.edu](mailto:daly@austin.utexas.edu)  
[www.johnadaly.com](http://www.johnadaly.com)

## COURSE OVERVIEW

Through a sequence of readings, lectures, and experiential exercises, you'll be introduced to frameworks from the social sciences that are useful for understanding what effective leaders do when working with others. You will also learn how to apply these frameworks to specific situations you may face as a manager. This course is designed to sharpen your ability to diagnose and solve a broad array of organizational problems related to the people who work with you

This course is organized into five weekend modules. I encourage you to communicate with me via email (or phone) regarding any questions that you have about the course and the course material. Attendance is mandatory and a missed class will mean a loss of 4% of your total grade. It is crucial you attend class.

Ethics: The University of Texas Code of Ethics applies in this class. Work should be your own and evidence of dishonesty (e.g., plagiarism, cheating on tests, using test information from prior classes) will result in a failing grade as well as potential dismissal from the program).

## COURSE REQUIREMENTS AND THEIR WEIGHTS IN COURSE GRADE:

### Four brief quizzes

10% each 45%

**One team paper** 35%

**Reflection notes** 10%

### Class participation

(4% each week) 10%

- (a) **Quizzes.** There will be four quizzes. These are short answer quizzes that focus on readings, lectures, and class discussions. They require you to have carefully read the material assigned and to understand the class lectures and discussions. They will be time-limited. They will happen at the start of each class (except for the last one which will happen at the end of the last day of class)
- (b) **Team Paper.** You will complete a team paper (composed of 5-6 people). Each team will interview leaders or managers in organizations (1 interview per team member). The interview will focus on what the leader believes is essential for great leadership and management of people. In this paper, you have two goals. The first is to identify **very**

**specific tactics** people use as managers. For instance, for this paper you may encounter an interviewee who says that one should be honest with employees about where they stand in the organization. How does the person actually do this? Face-to-face? What do they do (specifically) when they need to communicate uncomfortable feedback? How do they handle challenges and questions? How do they specifically display personal honesty? The second is to **integrate your interviews**. You should not submit a paper that simply contains summaries of the interviews. Instead, you should seek out themes that cut across interviews and then embed specific interview items within those themes. So, for instance, you might suggest that one theme was that effective managers support their team members. Then you would describe how the different interviewees specifically support their team members. This paper is due on April 20, 2023. Please submit the paper electronically to [daly@austin.utexas.edu](mailto:daly@austin.utexas.edu). Please submit as a word document (**not a PDF**).

- (c) **Reflection notes.** Prior to each class you should submit a reflection note (no more than 400 word) on what you have seen in your professional career that matters if someone wants to be **successful** within an organization. You might discuss in a note how you've seen people successfully manage positive impressions, what they have done to be more promotable, how they handle time pressure, how they have been effective in team meetings. The key thing about these notes is they need to be **very specific in terms of the tactics** you have seen people use. It is better to focus on **one tactic** you have observed in a note than a list of tactics. The notes should focus not on famously successful people but people who you have some experience with in your workplaces that have done well. You can, of course, describe yourself in the notes in cases where you have done something well. And, it is perfectly acceptable to **describe mistakes** people have made that limited their promotability. They are due by the Wednesday evenings prior to classes (except for the first one which is due the Wednesday evening after our first class. Submit them electronically to [daly@austin.utexas.edu](mailto:daly@austin.utexas.edu) in **Word document (not a PDF)**
- (d) **Class participation.** It is your responsibility to be thoroughly prepared to discuss the material in class. Participation in all class sessions will be assessed by the quality, rather than the quantity, of comments. Comments that provide new insights and advance the discussion are particularly valued. Simply showing up for class without contributing to the discussion will not count as participation, although *failing to attend class or missing a substantial portion of any class will mean that you get no participation points for that class.*

## SCHEDULE, TOPICS, AND ASSIGNMENTS

<u>Date</u>	<u>Topic</u>
January 21	<b>Communicating Your Messages; Enhancing Professional Relations;</b>
Read:	Daly, Advocacy (Chapters 1-7)
February 4	<b>Influencing Others</b>

Read: Daly, Advocacy (Chapters 8-14)

***Quiz 1: This brief quiz, given first thing on the 4<sup>th</sup> will cover material presented on January 21<sup>st</sup> (along with assigned chapters for the 21<sup>st</sup>)***

**March 4                      Change Management**

Read: J. Birkinshaw “How Incumbents Survive and Thrive (HBR)  
C. Christensen, M. Raynor, & R. McDonald, “What is Disruptive Innovation?” (HBR)  
J. Kotter “Leading Change: Why Transformation Efforts Fail” (HBR)  
T. Larkin & S. Larkin “Reaching and Changing Frontline Employees” (HBR)  
M. Siren, S. Anthony, & U. Bhatt, “Persuade your Company to Change before it’s too Late (HBR)  
D. Michels & K. Murphy, “How Good is Your Company at Change (HBR)

***Quiz 2: This brief quiz, given first thing on March 4<sup>th</sup>, will cover material presented on February 4<sup>th</sup> (along with readings assigned for February 4<sup>th</sup>)***

**April 1                      Teamwork & Leadership Skills (1)**

***Quiz 3: This brief quiz, given first thing on April 1<sup>st</sup>, will cover material presented on March 4<sup>th</sup> (along with readings assigned for March 4<sup>th</sup>)***

Read: A. Chastain & M. Watkins “How Insider CEOs Succeed” (HBR)  
R. Cross, G. Pryor & D Sylvester “How to Succeed Quickly in a New Role” (HBR)  
A. Edmundson & R. Gulati, “Agility Hacks” (HBR)  
J. Detert & E. Burris, “Can Your Employee Really Speak Freely” (HBR)  
K. Ferrazzi, “A New Social Contact for Teams” (HBR)  
M. Porter, J. Lorsch, & N. Nohria “Seven Surprises for New CEOs” (HBR)

**April 21                      Leadership Skills (2)**

***Quiz 4: This brief quiz, given the last thing on April 21<sup>st</sup>, will cover material presented on April 1<sup>st</sup> and April 21<sup>st</sup> (along with assigned readings for those two weeks)***

Read: M. Buckingham “Designing Work that People Love” (HBR)  
B. Groysberg, S. Abbott, M. Marino, & M. Aksoy (HBR) “Compensation Packages that Actually Drive Performance” (HBR)  
J. Kotter “What Leaders Really Do” (HBR)  
S. Peterson, R. Abramson, & R. Stutman “How to Develop Your Leadership Style” (HBR)  
J. Pfeffer, “Six Dangerous Myths About Pay” (HBR)  
S. Sadun et al. “Choosing Your Next CEO” (HBR)