

MANAGEMENT: HUMAN SYSTEMS DEVELOPMENT

Course #: **11:373:341**
Credits: 3
Prerequisites: 11:373:101 or 11:373:121 or 01:220:102
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Office hours: By appointment

Area of Emphasis

This course focuses on the integration and application of behavioral and managerial sciences to promote processes by which individuals, groups, and organizations work together for common goals and mutual success.

Learning Goals

Overall, this course has been designed to encourage deep introspection. The principles and concepts we explored mean little if they are not applicable to daily life and relationships. The course reviews many concepts and theories surrounding the "art and science" of effective living (i.e., the practice of managing self and others). Students are encouraged to examine these concepts and theories in the light of their own experience as they formulate *their* personal mission statement.

By the end of the course students will be able to:

- Utilize the concepts taught to positively influence behavior in the workplace
- Engage in the decision-making process more effectively
- Learn how to build effective teams by taking into consideration organizational culture and cultural differences
- Engage in self-reflection with a view to accomplishing their goals

Assessment of Goals

The first three goals will be assessed through two hourly exams and a final. Students may enhance their chances of doing well by using the www.prenhall.com/robbins web site which includes a valuable study guide and sample test items for each chapter. The exams will comprise multiple choice and essay questions.

The final goal will be assessed through a personal mission statement. Stephen Covey discusses the importance of the personal mission statement in [The 7 Habits of Highly Effective People](#). Such a statement calls for deep introspection, careful analysis, and often requires several rewrites to be acceptable. A useful and meaningful mission statement delineates one's values, provides direction and clarifies one's purpose and meaning for living. By referring to their personal mission/philosophy, students are more likely to choose behavior that serve their values and reject behavior that is contrary to them. Students may visit the following site for guidance in developing their statement: www.franklincovey.com

Students will be assessed on how well they address the three basic elements of a personal mission statement. First, **what they want to be**--what character strengths and values they want to have; what qualities they want to develop. Second, **what they want to do**--what "roles" they want to fulfill; what they want to accomplish in life; what contributions they want to make (e.g., through their career, their role as a mate, parent, etc.). Third, **what**

they want to have--what experiences, kinds of relationships, possessions, and so forth they wish to have.

Students' *presence, punctuality and contributions* through the class discussions, group exercises and self-assessment exercises are crucial to doing well in the course. In the real world, these factors are core indicators of one's commitment to the job. In the present case, these core indicators will be viewed as a student's commitment to achieving the greatest benefits the course has to offer, including developing the skills that are essential to *effective learning, self-management and the management of others*.

In partial recognition of students' presence, punctuality and anticipated contributions, one (1) point will be awarded for each FULL CLASS PERIOD they attend, up to a total of 30 points. Since the class meets only 28 times, a two-point "bonus" is provided. However, to earn full credit, keep in mind that the operative phrase is "FULL CLASS PERIOD!" These points are valuable and often determine the difference between an A and a B or a B and a C.

Grading

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|--------------------------|---------------|---|----------------------|
| Mission Statement Paper: | Excellent | = | 35 points. |
| | Good | = | 25 points. |
| | Below Average | = | 15 to 0 points. |
| First Exam: | | = | 80 points. |
| Second Exam: | | = | 80 points. |
| Final Exam: | | = | 80 points. |
| Contributions: | | = | 30 points. |
| TOTAL POSSIBLE | | | = 305 POINTS. |

SCHEDULE – (Class Calendar)

| <u>Class</u> | <u>Date</u> <u>Sept</u> | <u>Topics for the Class</u> | <u>Tentative</u> |
|--------------|----------------------------|---|------------------|
| 1 | | <i>Introduction to Course & Requirements</i> | Syllabus |
| 2 | | <i>"Welcome to the Changing World of Work"</i> | 1 |
| 3 | | <i>"Managing Organizations & People: Who, What, & Why"</i> | 2 |
| 4 | | <i>"Making Decisions"</i> | 3 |
| 5 | | <i>"Monitoring the Environment"</i> (Human Systems Development in Organizations) | 4 |
| 6 | | <i>"Planning Systems"</i> | 5 |
| 7 | | <i>"The Historical Roots of Modern Management Practice"</i> | Appendix |

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|----|-------------------|---|-------------|
| 8 | | <i>"The Historical Roots...continued"</i> | |
| | <u>Oct</u> | | |
| 9 | | <i>"Understanding the Basics of Human Behavior"</i> | 12 |
| 10 | | (Personality & Perception: The Starting Point for Understanding Behavior & Communication Issues) | |
| 11 | | "D - I - S - C - " REVIEW for First Hourly Exam | |
| 12 | | <u>First Hourly Exam</u> | |
| 13 | | <i>"Work Motivation & Rewards"</i> | 13 |
| 14 | | Topic (Motivation) Continued | |
| 15 | | <i>"7 Habits - Covey"</i> | BOOK |
| 16 | | <i>"Basic Issues in Leadership" &</i> | 14 |
| | <u>Nov</u> | | |
| 17 | | <i>"Contemporary Issues in Leadership"</i> | 15 |
| 18 | | <i>"Understanding Groups & Developing Effective Teams"</i> | 10 |
| 19 | | REVIEW for Second Hourly Exam | |
| 20 | | <u>Second Hourly Exam</u> | |
| 21 | | REVIEW of Second Hourly Exam <i>"Managing Human Resources"</i> | 9 |
| | | <i>"Ethical, Legal, & Social Responsibility"</i> | |
| 22 | | <i>"Managing Human Resources" continued</i> | |
| 23 | | <i>"Managing Change: Revisiting the Changing World of Work"</i> | 18 |
| 24 | | Personal Mission Statement Papers Due | |
| 25 | | <i>"Managing Change: Revisiting the Changing World of Work" continued</i> | 18 |
| | <u>Dec</u> | | |

26

Handout: "The Truth about success"
"The Third Universal Law: Law of Vision"
"D - I - S - C - "
Mission Statements Returned/Review for Final

27

Review for Final

28

FINAL - ?

Course Ethics Policy

Students will be held to the highest standards of academic integrity, as described in the University code of academic conduct (<http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>).