POLICIES and SYLLABUS
Dr. Eric Rice                         Office: 104 Whitehead Hall
The People Side of Work:            EN663.660
Managing People and Resolving Conflict Phone: 410:516-7193 (o)
Wednesday 3-5:30 (26 Jan-11 March) Office Hours: W 12:00-2:00
Shaffer 202                         E-mail: Ericmrice@gmail.com
Spring, 2015

Course Overview: Ever had to deal with a difficult person at work or in the lab? Have you been a member of a team on which team dysfunction was so bad that it make television sitcoms look normal? Why are some companies much more productive and pleasant to work with than others? Do you understand techniques of persuasion and how to participate effectively in negotiations? These topics are among the ideas we develop and practice in this class.

The primary format for learning in this course is seminar style with reading, researching and sharing of information as well as structured, experiential activities designed to build skills through practice and interpersonal exchange. Class time is devoted to discussion, observation, feedback, exercises and presentation.

Specific Objectives: Course activities revolve around several specific objectives that become demonstrable activities by the end of the semester. Specifically, you should be able to:

1. Identify issues, critique and negotiate effectively.
2. Identify and explain strategies to manage conflict in the workplace.
3. Identify and demonstrate skills associated with persuading others.
4. Master and demonstrate skills in dealing with providing and receiving feedback.
5. Identify, explain and demonstrate knowledge associated with adjusting to change in the work environment, organizational culture and recent innovations in the work setting.
6. Function effectively as a contributing team member; give and receive useful and constructive feedback.
7. Improve communication skills necessary to perform as effective professionals.

ABET Competencies Addressed:
- Ability to function on multidisciplinary teams (d).
- Understanding of professional and ethical responsibility (f).
- Ability to communicate effectively (g).
- The broad education necessary to understand the impact of engineering solutions in a global and societal context (h).
- Recognition of the need for and an ability to engage in life-long learning (i).
- Knowledge of contemporary issues (j).

Attendance and Participation: Class attendance and participation are required due to the seminar and experiential nature of the class. If you are late to class, please enter quietly. Also remember to turn off cell phones until class is over. During class, please participate in the discussions and exercises.
Assignments: You will complete several types of assignments during the semester. Written directions for each assignment will be distributed and discussed in class. Each Assignment Sheet includes information about due dates, product specifications, grade value of products, and grading criteria.

While your instructor reserves the right to adjust assignments and their values, you may expect our assignments and their value to be as follows:

- Negotiation: 15%
- Elements of persuasion: 15%
- Hiring and firing: 10%
- Participation: 10%
- Dealing with jerks: 15%
- Managing change: 15%
- Managerial decisions: 20%

PhD and Post-doctoral fellows taking this course pass/fail must complete all the reading and exercises as well as three of the above written assignments.

Grades: Grades are assigned for class participation (exercises, assignment activities, and discussion), presentations, cases, and final copy of products. Expect occasional in-class writing, especially in response to materials from classmates.

Each assignment is graded, based on criteria for that assignment. Assignments carry individual weights toward your final grade with individuals weights indicated on each Assignment Sheet. Typically your papers are returned for consideration within two weeks and/or before the next product are due.

You may re-write any one assignment in an effort to improve the grade you earned; your final grade for that assignment becomes the average of the two marks. Often re-write means major revision and involves rethinking and reworking papers rather than just correcting grammar mistakes. Re-writing activities include meeting with your instructor, preparing a written plan for the revision and producing final copy. Note that your instructor reserves the right to substitute an alternative assignment as your rewrite opportunity. Rewrites are due not later than the last day of classes.

Normally a grade of "Incomplete" is not available; if a problem arises, please see me and we will work on the issues.

The penalty for plagiarism is an automatic "F" and possible dismissal from the University. We will discuss the meaning of the term in class.

Academic Integrity: The strength of the University depends on academic and personal integrity. In this course you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, forgery and falsification, lying, facilitating academic dishonesty and unfair competition.

You will complete some assignments with a colleague. Other assignments you must complete independently. The expectations for different assignments are explained on the Assignment Sheets.

You must reference sources of information in your papers. We will discuss guidelines for references in class.
Report any violations of academic integrity that you witness to your instructor. You may consult the Associate Dean of Student Affairs and/or the chairperson of the Ethics Board beforehand. See the guide on “Academic Ethics for Undergraduates” and the Ethics Board Web site (http:ethics.jhu.edu) for more information.

Conferences: Informal or scheduled visits are welcome anytime during office hours.

Papers: Papers must be printed by laser or inkjet and submitted on appropriate paper for the kind of product you are writing. Most copy will be submitted on 8 1/2" x 11" paper with 1" margins on all sides; further, the document format should conform to standard practice for business communication. Place your name and appropriate identification on each page. Staple pages together rather than place them in a binder. Back up your work and keep a copy of each paper for your records. Your graded papers will be returned for your examination and as part of a general class discussion. Note on the Assignment Sheets how many copies of any given assignment you must submit; occasionally you may be asked to submit more than one copy of some draft materials.

Due Dates: Products are due as class begins on the date indicated on the Assignment Sheet. Papers will not be due on religious holidays you observe.

Writing Assistance: You will find a tutor to help you with a specific skill, a grammatical problem, or provide a general reaction to your draft at the JHU Writing Center. The phone number is (410) 516-4258 or via email at writingcenter@jhu.edu.

Accommodating Students with Disabilities: The University and your instructor are committed to provide appropriate accommodations for students with documented disabilities. Turn in documentation and register with the Associate Director for Disability Services, Garland Hall, Suite 130, and (410) 516-8949. Notify me of your special needs early in the semester. If issues occur during the semester, please bring information within two weeks.

Texts: While there are only two individual texts required for this course, expect to read a series of research studies for most assignments. Additionally, participants will read and analyze several cases as well as supplemental readings assigned and/or provided by the instructor. Expect to find, copy and use articles to inform and support your arguments. Leading Change by John Kotter (ISBN 978-0-87584-747-4) and Halo Effect by Phil Rosenzweig -- ISBN 978-0-7432-9125-5.

Class Schedule: The following class schedule describes how we will spend our time together this semester. While the schedule may change due to class dynamics and your instructor reserves the right to change this schedule, use the draft to plan your semester activities. Complete the readings for the class period in which they are listed.

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Expected Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduce class, expectations and assignments. Review rules, assignments and semester plans. Review elements of communication. Work with sample materials.</td>
</tr>
</tbody>
</table>
2 Review and discuss elements of hiring and firing with emphasis on making informed decisions. Turn in Assignment #1. Introduce best practices, develop questions and demonstrate techniques. Continue work on negotiations. Review and discuss requirements for an effective team. Introduce and discuss guidelines and best practices for managing teams.

3 Review and discuss elements of effective negotiations. Discuss roles of power and influence. Discuss non-verbal communication. Demonstrate best practice in simulations.

4 Review and discuss the elements of persuasion. Discuss motivation research and compare to actual practice. Discuss evaluation systems. Turn in Assignments #2 and #3.

5 Introduce and discuss best practices for dealing with difficult people. Read and discuss articles. Practice opportunities and situations. Demonstrate skills associated with giving and receiving feedback. Turn in Assignment #4.

6 Work on ideas associated with managing change. Read Leading Change, articles on organizational culture and the assigned case. Explore how organizational change occurs and how to manage it as a manager. Turn in Assignment #5.

7 Work on issues surrounding how managers make decisions. Read The Halo Effect and interview working managers. Turn in Assignment #6