ORGANIZATIONAL PROCESSES FOR BUSINESS ANALYTICS (15.312)
FALL 2017

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TA:

STELLAR WEBSITE:

COURSE OVERVIEW

This course is an introduction into organizations but not just any introduction. The protagonist is you in your first job. The potential antagonist is the organization where you will work. Finding a job might depend on your technical skills and abilities, but doing well in your first job has just as much to do with your knowledge and appreciation for dynamics in the broader organization. This course will help you succeed by improving your ability to communicate (in writing, through presentations, and interpersonally), make sound decisions, work in a team, navigate social networks, demystify rewards and incentives; leverage the crowd; and survive change initiatives. Most organizations are a mess but they are far from a mystery. The more you know the better off you will be.

OUR GOALS FOR YOUR LEARNING

Our aim for 15.312 is that by the time you complete, you will be able to:

- **Describe** the three lenses that you can use to understand an organization and apply it to organizations that you are studying and that you are or will be working in.
- **Formulate** an effective communication strategy for any message, in any medium, and in any situation.
- **Write** clearly, concisely, and convincingly; create and deliver presentations that equally effective.
- **Work** productively with others in small groups or teams, including establishing objectives, keeping the team on track, and providing teammates with feedback.
- **Recognize** the difference in communication between yourself and people who are not from your culture and use that knowledge to communicate effectively.
- **Identify** and navigate social networks and use them productively.
- **Analyze** what is occurring as organizations undergo change and employ that knowledge advantageously.

We’ll help you accomplish those goals by giving you opportunities to read some of the cutting-edge research and thinking in the field, asking you to discuss readings during class, giving you opportunities to put ideas into practice, giving you feedback on your efforts (including both in-class exercises and assignments), and continuing these activities throughout the semester.

COURSE EXPECTATIONS

Because so much of the class will be "hands-on" and because feedback (the instructors’, TA’s, and the feedback you give each other) is so important to improving writing and speaking, our expectations about our work together this semester are:

- You are willing to share your opinions and ideas on topics presented in class.
- You will provide each other with clear, honest, concrete, and sensitive feedback on work that is done.
- Any concept that is unclear or confusing will be challenged and examined.
- There are no stupid questions or comments.
GENERAL COURSE REQUIREMENTS

Readings
All cases and articles for 15.312 are on our Stellar website. Some are in the folder marked Study.Net, which you must purchase, and some are in the folder marked Readings, which means they are free because MIT has a subscription to that publication.

Attendance and Participation
Please come to class having read the articles or cases assigned for that day. Some classes will be devoted to the discussion of readings and cases, and in others, we’ll do in-class assignments that help you practice what you’ve read about for that class. Attendance and participation will be factored into your grade (see below).

Written Assignments
The due dates for your written assignments are below. All papers must be handed in on time. Late assignments may be accepted without penalty one class period after the assigned due date with the instructor’s prior permission. Assignments handed in late may be penalized at the instructor’s discretion. No paper will be accepted more than one week after the due date.

Oral Presentations
Because this class is a CI-M, we’ll also work on helping you strengthen your presentation skills. That can range from cold calling you during class discussion (a great way to improve extemporaneous speaking) to asking you to debrief after in-class team exercise. Your final assignment will be a team-based presentation; more on this below.

ACADEMIC INTEGRITY

Except in the case of group assignments, all written assignments should be your own work. You may (and in some cases you will be required to) have fellow students read a draft of your assignment and give you reactions, note problems, or make general suggestions. "Peer editors" may not, however, actually revise or rewrite your work. (MIT’s Academic Integrity Handbook is available at http://web.mit.edu/academicintegrity/index.html).

GRADING

Each assignment has its own point value, and the value of all assignments together add up to 100 points. The point value of each assignment and its due date are as follows:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline self-assessment on what you want to learn in 15.312</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Team report</td>
<td>25</td>
<td>Name of senior manager Proposal Draft Final Report—</td>
</tr>
<tr>
<td>Team Analysis</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Team presentation</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Final self-assessment on what you learned</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Participation &amp; in-class exercises</td>
<td>15</td>
<td>Throughout semester</td>
</tr>
</tbody>
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COURSE OUTLINE: TOPICS, READINGS, ASSIGNMENTS

Class #1  Introduction to the Course; The Three Lenses
Class #2  Strategic Communication
Class #3  Individual Decision Making Bias
Class #4  Individual Decision Making Biases, cont.; Effective Presentations
Class #5  Teamwork
Class #6  Teamwork, cont.
Class #7  Strategic View
Class #8  Listening & Receiving Feedback
Class #9  Political View
Class #10 Political View, cont.
Class #11 Political View, cont.; Writing Efficiently & Effectively
Class #12 Cultural View
Class #13 Communicating Across Cultures & Genders
Class #14 Communicating Across Cultures & Genders, cont.
Class #15 In-class Team Meeting with Feedback
Class #16 Back to Strategic View: Incentives
Class #17 Back to Strategic View, cont.: New Organizational Forms
Class #18 Entrepreneurship & Innovation
Class #19 Negotiations
Class #20 Negotiations, cont.
Class #21 Revisiting the Three Lenses & Strategic Communication
Class #22 Capstone Simulation
Class #23 Team Presentations
Class #24 Team Presentations
Class #25 Wrap Up
Sample of Readings

We’ll be reading some of the best research in the areas of organizational behavior and communication within organizations, as well as using HBS cases. A small sample of the readings include:


