Assignment:
Common MGT 360 Management Analysis Report

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Course: *MGT 360*
Title: *Management and Organizational Behavior* (3 units)

"Theory is about the connections among phenomena, a story about why acts, events, structure, and thoughts occur. Theory emphasizes the nature of causal relationships, identifying what comes first as well as the timing of such events." --*R. Sutton and B. Staw*

Goal:
The Department of Management strives to ensure that all students enrolled in MGT 360 are critical thinkers and strong writers. In essence, the Department wants all students to be able to demonstrate competency and efficacy in applying the principles of management and organizational behavior to the issues of a contemporary organization and its broader environment.

Objective:
In narrative essay format, I want you to address a business/organization case study using multiple concepts from class. The case question and case text begin on page 5 of this document.

Building upon your knowledge from MGT 360, students should demonstrate their best understanding of management and organizational behavior theory, and the application of those ideas to improve the understanding of various issues. You need to clearly identify at least *three* distinct, substantive issues. For each issue you need to 1), identify evidence from the case text that shows why this issue is important, 2), use theory from our textbook as a base for your analysis, and 3), draw an analogy from something in class other than the textbook (e.g., supplemental materials, lectures, class discussions, movie clips, etc.) to strengthen your argument. You also need to use appropriate in-text citations and provide a "Works Cited" (Reference) page.

Additionally, building upon your skills from general education and lower-division core courses, students should demonstrate their best composition and technical writing skills.

Length:

This essay is to be no less than three full pages and in length and no more than four full pages in length. Other relevant formatting requirements ("style guide") are linked from the course web page. The "Works Cited" page is *in addition to* the required page length (i.e., the "Works Cited" page *doesn't count* as one of the 3-4 pages).

Deliverable:
This assignment is due on the date specified on the course outline.

Performance Measurement:
There will be two different scores for this assignment. The *first* score will be for content, and the maximum numbers of points for content will be 15. The scoring rubric for the content portion of this assignment is as follows:

2	-	clearly identifying at least three key issues to be addressed
3	-	appropriate use of evidence from the case text
3	-	appropriate use of relevant theory from our Textbook
3	-	appropriate & rigorous use of supplemental materials/lectures/discussions
2	-	correct and proper use of In-Text Citations
2	-	correct and proper use of a References ("Works Cited") page

The details for earning strong scores are enumerated below.

Requirements Rationale:

- *You must* clearly identify at least three key issues. Readers, especially important readers whose time is valuable and decision-making you want to influence (which eventually will be *you*, at some point after graduation), can't be guessing as to what you are writing about. Four techniques can help immensely to improve clarity in this regard. The first is to identify the three issues by the end of the first paragraph, probably in the last line of the paragraph. This first step is crucial because it sets the expectations for the reader. The second is to use sub-headings liberally (think of sub-headings as "signposts"). The third is to repeat the issue in the first or second sentence of the paragraph that will address the issue. You might use slightly different words, but the issue, in essence, is the thesis (or topic) sentence of the paragraph. The fourth and final technique is to repeat the three issues (summarized, of course) somewhere in the final, concluding paragraph.

- *You must* use evidence from the case text. It will likely be a direct quote, paraphrase, or summary (all of which need a proper citation). Without some supporting evidence, there is no way to demonstrate that the issue you wish to discuss is even an issue, much less a distinct and substantive one. There

might even be more than one piece of evidence, even from a single, journalistic article.

- *You must* lead the reader through the process of inference. That is, apply the general principles (theories, models, and frameworks) from this course to explain a phenomenon that occurred in the past or predict what phenomenon is likely to occur in the future. Both explanations and predictions require a deep understanding of "why". Support for "why" is evidenced primarily by the rigorous use of appropriate theories, models, and frameworks. For this assignment those theories originate from the textbook readings. There are many theories in a textbook; choosing the best one requires diligent focus, a comprehensive understanding of course approach detail, and fervent review of technical subject matter. There are no "shortcuts" to using the best theory, models, or frameworks in an objective, purposeful manner.

- *You must* make a strong argument in your analysis. Convincing another smart person that your thinking is right or best is some of the most difficult work you'll do after you graduate. In addition to evidence and theory, another critical piece of a strong argument is the elegant use of an analogy. You offer additional support for your analysis of your issue by the use of a relevant analogy between a fact from the case text and a fact from a (nontextbook) class-related material or activity (e.g., supplemental materials, lectures, class discussions, movie clips, etc.).

- *You must* cite your references, including specific page numbers, in-text (i.e., "in-line") in the sentence in the narrative. You cannot make crass, unsubstantiated arguments or use ambiguous references. You need to provide tangible support for your reasoning. You build authority and credibility by acknowledging and referring to the work of others. Put another way anything you write that isn't cited is assumed to be your own work. If you intentionally or unintentionally let the reader assume that the work of other individuals is your own work, you are plagiarizing. You cannot do this…ever…in either academic or professional work. You may use APA or MLA format. There are examples of in-text citations in the APA Style Guide summarized nicely by the CSUN Library:

  `http://library.csun.edu/egarcia/documents/apacitation_quickguide.pdf`

- *You must* use a "Works Cited" page (sometimes called a "References" page). Someone else must be able to locate and use each reference on the "Works Cited" page. Multiple, In-text citations from the narrative that refer to the same reference in the "Works Cited" page are listed only once in the "Works Cited" page (even if different elements are used in the In-Text citation). You

may use APA or MLA format. There are examples of how references are to be formatted on "Works Cited" pages in the APA Style Guide summarized nicely by the CSUN Library:

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Other Tips:

- *Don't* write haphazardly. *Do* balance breadth (broad coverage of multiple issues) with depth (sufficient, detailed analysis of each distinct issue). These issues emerge from your reading of the article, your education and experience, and your understanding of what the firm needs to succeed. You'll write a better paper if you identify issues that resonate with you viscerally because you'll have more acumen and concomitant passion for those issues.

- *Don't* focus on principles, concepts, and materials from *other* business classes (lower-division or upper-division). *Do* focus on principles, concepts, and materials covered in *this* course—MGT 360. Take the perspective that the materials from this class on "Management and Organization Behavior" are unique and distinctive from other upper-division business courses. Here are two tips: 1), review the titles of the textbook chapters, HBR and supplemental readings, 2), review the organizational structure and details of the course outline.

- *Don't* just use concepts from the current part of the course, or materials just after the mid-term exam. *Do* use materials from the entire course, including from materials on leadership and change near the end of the course. Therefore, you need to review prior materials and you need to read ahead. This class doesn't have a cumulative final exam. However, this assignment is indeed a cumulative assignment.

- *Don't* arbitrarily ignore General Education courses. *Do* incorporate materials from one or more of G.E. courses if you feel those materials strengthen your thinking.

- *Don't* write like you speak. *Do* organize your thoughts well. The main body of the report are the issues. Additionally, the first paragraph of the report should be an introduction, and the last paragraph should be a conclusion. The last sentence of the introduction might be a summary of what is to come in the main body, while the conclusion might be a summary of what was said and final recommendations.

The *second* score will be for writing, and the maximum numbers of points for content will be 10. The scoring criteria for the writing portion of this assignment will be similar to the writing scoring criteria used previously in this class.

Although the *raw* scores differ for Content (15 points) and for Writing (10 points), both scores are *weighted* equally (i.e., half of 10% overall is 5% for Content and 5% for Writing).

Case Question:

> Assume that you are the Director of Human Resources at a Fortune 500 (i.e., large) firm. The top management team at your firm, including the CEO and the Vice-President for Talent (your immediate supervisor), recently returned from a strategic retreat. At the retreat there was a presentation by a software vendor that sells "artificial intelligence" (AI) software that helps managers of companies similar to yours with various HR-related tasks, including talent acquisition, retention, and development. The CEO has asked your boss for an analysis of this kind of software, and naturally, your boss delegated this work to you.
>
> Write a brief management analysis report to your boss that informs the top management team about this type of new AI software. That is, using the language of our class, describe (explain or predict) why this software may be useful (or not) in your Fortune 500 firm. Be certain to touch upon how new opportunities can be leveraged and new threats can be overcome.
>
> (If you need to make any assumptions or background regarding anything you might have read in the case text, simply state them as needed.)

Case Citation:

Greenwald, T., (2017, Mar 13). How AI is Transforming the Workplace. *Wall Street Journal*.

Case Text:

Full text: Move over, managers, there's a new boss in the office: artificial intelligence.

The same technology that enables a navigation app to find the most efficient route to your destination or lets an online store recommend products based on past purchases is on the verge of transforming the office -- promising to remake how we look for job candidates, get the most out of workers and keep our best workers on the job.

These applications aim to analyze a vast amount of data and search for patterns -- broadening managers' options and helping them systematize processes that are often

driven simply by instinct. And just like shopping sites, the AIs are designed to learn from experience to get an ever-better idea of what managers want.

Consider just a few of the AI-driven options already available:

A company can provide a job description, and AI will collect and crunch data from a variety of sources to find people with the right talents, with experience to match -- candidates who might never have thought of applying to the company, and whom the company might never have thought of seeking out.

Another AI service lets companies analyze workers' email to tell if they're feeling unhappy about their job, so bosses can give them more attention before their performance takes a nose dive or they start doing things that harm the company.

Meanwhile, if companies are worried about turnover, they can use AI to find employees who may be likely to jump ship based on variables such as the length of time they've been in the job, their physical distance from teammates or how many managers they've had.

Still, the same data-analysis technology that promises to make managers more effective also sweeps them into uncharted territory. With its relentless focus on facts, AI seems to overcome supervisors' prejudices, but it can have its own biases, such as favoring job candidates who have characteristics similar to those the software has seen before. Automated decision-making may also tempt managers to abdicate their own judgment or justify bad decisions that would have benefited from a human touch.

Another caveat: These systems are fairly new, and we really don't know yet whether they make decisions that are as good as or better than human managers. And it would be difficult to devise a foolproof way to test that.

And the biggest caveat: The AI systems' thirst for data can lead employers to push the boundaries of workers' privacy. It is incumbent upon managers to use them wisely.

That said, all the vendors mentioned in this article professed concern for privacy and include in their tools features designed to keep the data they collect under customer control, if only to enable customers to comply with privacy policies and laws. Here's a closer look at some of the ways AI is remaking hiring and managing workers, and some of the benefits and downsides it may bring.

SPOTTING THE BEST CANDIDATES

Companies using AI for personnel management may start implementing it before workers are even hired -- to help them find the best candidates for jobs.

Such software often works in one of two ways: spotting the most promising resumes among what may be an unmanageable deluge, or widening the net so employers can find a more diverse pool of candidates than they would select on their own.

SAP's Resume Matcher software, which is being tested by some customers of the company's SuccessFactors division, read Wikipedia entries to understand job descriptions, related skills and so on.

Then it correlated what it learned with tens of thousands of anonymized resumes -- provided for the purpose by a separate group of customers -- along with notes on whether a given applicant was shortlisted, interviewed, hired and the like.

It uses that analysis to rank fresh candidates for a new job opening. Hiring managers can reorder the ranking according to experience, skills and education, and then dive into resumes that look promising.

"Recruiters spend 60% of their time reading CVs," says Juergen Mueller, SAP's chief innovation officer. "Why should a person read 300 resumes if a machine can propose the top 10?"

Entelo Inc. takes the opposite approach by searching out candidates rather than waiting for applicants to approach the company. It combs the web for public information on individuals -- some 300 million so far -- and offers a web app where recruiters can search for candidates who might be a match.

Factors Entelo considers include job titles, employers and posts in professional forums, as well as factors an employer may be looking for, such as gender, race and military service. Recruiters can tell the software if the candidates it suggests are off track and why (selecting from a menu or writing in plain English), and it will tune its search more precisely.

Becky McCullough, directory of recruiting at digital marketing firm HubSpot Inc., has been using Entelo for roughly one year and says it has dramatically boosted her department's productivity.

"It has set new benchmarks for response rate," that is, the percentage of candidates who reply to a recruiter's solicitation, "and we can a/b test various outreach tactics," she says. "It has put more rigor [into our process] and given us access to more data on candidates who are either very early in our recruiting process or are not yet there but who we're trying to engage."

TRACKING WHAT WORKERS DO AT THEIR DESKS

Once managers have hired ideal candidates, artificial intelligence can help keep them productive by tracking how they handle various aspects of their jobs -- starting with how they use their computers all day.

Veriato makes software that logs virtually everything done on a computer -- web browsing, email, chat, keystrokes, document and app use -- and takes periodic screenshots, storing it all for 30 days on a customer's server to ensure privacy. The system also sends so-called metadata, such as dates and times when messages were sent, to Veriato's own server for analysis. There, an artificial-intelligence system determines a

baseline for the company's activities and searches for anomalies that may indicate poor productivity (such as hours spent on Amazon), malicious activity (repeated failed password entries) or an intention to leave the company (copying a database of contacts).

Customers can set activities and thresholds that will trigger an alert. If the software sees anything fishy, it notifies management.

Dancel Multimedia of New Orleans uses Veriato to keep a team of around 16 artists, animators, salespeople and administrative employees on track as they produce supporting materials for attorneys to present in court. "It has allowed us to be more streamlined and focused on the task at hand," says Dancel CEO Celeste O'Keefe. "We can see what they're doing and guide them in the right direction."

Employees sign an agreement indicating they know that their actions are recorded, but "it's kind of like surveillance cameras in a store," Ms. O'Keefe says. "Everyone forgets, so they try to steal anyway."

She checks up on new hires roughly three times weekly and longer-term employees only when she wants to address a productivity issue. She doesn't use alerts -- and thus the system's AI capabilities -- but says she would consider it if she were managing a larger team.

She says it takes five minutes to skim Veriato's graphs and screen grabs to spot or diagnose a problem, which usually stems from lack of familiarity with software tools used by the company. But sometimes the issue is personal. "When I feel like somebody might not be doing whatever they were working on, I can glance on there and see, 'Well, no wonder! You're on Facebook for three hours a day or you're on sites buying shoes and clothes,' " she says.

She resolves problems by explaining what the system showed her and offering to help. Her use of Veriato has resulted in at least one firing, but it has also given her insight that enabled her to retain good employees who simply needed guidance.

DO YOU KNOW WHERE YOUR EMPLOYEES ARE?

Companies can also track employees' whereabouts in the office. Bluvision makes radio badges that track movement of people or objects in a building, and display it in an app and send an alert if a badge wearer violates a policy set by the customer -- say, when a person without proper credentials enters a sensitive area. The system can also be used to track time employees spend, say, at their desks, in the cafeteria or in a restroom.

Bluvision's AI compensates for the margin of error in determining location of radio transmitters, allowing the system to locate badges with one-meter accuracy, according to COO John Sailer. Without it, people near one another would be indistinguishable, and the positions of doors, desks, walls and the like -- useful information for security and optimizing use of space -- would be blurred.

Mr. Sailer says the system is also useful in situations where contractors are paid hourly or piecemeal, such as on a construction site, where subcontractors must complete work in order and on schedule to avoid cost overruns.

Although Bluvision tracks individuals, it can also be set to present only aggregate trends. That allows customers to take advantage of location tracking without breaking privacy laws or agreements protecting personally identifying information about employees.

A QUESTION OF FEELINGS

AI is also beginning to help managers peer into personal aspects of job performance that used to be left up to managers' instincts and observations -- for instance, attitudes toward the job. Veriato analyzes email and other messages, looking at words and phrases employees use. Then it scores those expressions for positive or negative sentiment. The system can set a sentiment baseline over time, and then calculate a daily score for each employee.

It can send an alert if a worker's use of certain language exceeds a threshold, or if it detects any change in tone or a shift in relation to a group of employees. The customer can evaluate the context in which the expression occurred -- including screenshots captured by the system -- to decide how to proceed. "If the tone of a typically happy person suddenly goes negative, that may be an alert that they're at risk of flight, insider threat or even just a productivity problem that needs remediation," says Veriato Chief Security Officer David Green.

KEEPING TOP PERFORMERS ON BOARD

Some AI aims to predict when employees may be winding down their career at the company -- and advises how to keep them on board.

Products from Entelo, International Business Machines Corp. and Workday, as well as Microsoft Corp.'s internal management system, look for patterns identified by researchers and their own software to predict when workers are likely to jump ship.

For instance, Workday's retention-risk analysis feature, which made its debut in April, bases its analysis on data from selected customers representing 100,000 individuals over 25 years, says Leighanne Levensaler, a senior vice president of corporate strategy at Workday. It tunes itself to a given customer, calculating a risk score for individual employees based on roughly 60 factors including job title, compensation, time off and time between promotions.

The software also suggests potential next steps in an employee's career path based on what other people in similar situations have done, so managers can move proactively to retain valuable workers. Ms. Levensaler says the retention-risk score is best thought of as one element of a broader picture, "a pattern we see that's instructive for you in your conversation, but you're still managing."

THE LIMITS OF AI

For all their promise, these systems raise a number of issues. Some are evident today, in the early stages of adoption, while others may take time to become clear.

Privacy is an obvious concern when tracking employees, particularly personal behavior. Systems that sort job candidates also raise questions. Entelo's may emphasize people with a large online footprint; SAP's might prefer those who best match characteristics of people who were hired in the past.

Entelo Chief Executive Jon Bischke acknowledges the possibility that the data set in his company's recruiting system is biased, but says it doesn't necessarily affect his customers. "Our area is hiring for highly skilled jobs," he says. "The vast majority of candidates [in that area] have a presence on the web."

Mr. Mueller of SAP says that, in practice, Resume Matcher reduces bias by highlighting a more diverse selection of candidates than managers otherwise would have considered. "Many recruiters were surprised when they saw the candidates, but when they looked deeper, they could see why the system selected them," he says. For instance, one manager testing the system was taken aback by the high ranking of candidates from China that he otherwise would have overlooked; he was unfamiliar with the top Chinese schools where they were educated.

Beyond that, the use of such tech in workplaces is new and not widely proven -- and in many cases it may not be easy to determine that a machine's insight was sharper than a human would have perceived. That's a concern when inaccuracy in an AI report -- painting someone as a poor performer, for example -- might set back an employee's career.

Forrester Research Inc. analysts David Johnson and J.P. Gownder voiced such concerns in a recent report. The authors argue that employers' ability to gather data about employees has outstripped managers' capacity to interpret it properly, opening the door to a variety of counterproductive practices.

Managers tend to pay attention to what they can measure, Mr. Johnson says -- hours spent in workplace apps, say, rather than quality of output. Focusing on individual performance may lead managers to overlook hindrances to productivity that are systemic.

"I don't want to cast negative light on these companies" selling data-driven management tools, Mr. Johnson says in an interview. "They don't have control over how people use their products. I'm just pointing out the risks."

Some management professionals share those worries. Kenny Mendes, who runs recruiting at a software startup that hasn't yet launched publicly, previously directed human resources at the online work-collaboration service Box Inc. (He is an adviser to Entelo.)

Mr. Mendes spent two years experimenting with ways to predict and maximize employee success using a statistical programming language and "lots of spreadsheets." The

experience led him to believe the problem is too complex for the current generation of software.

The limitations of current approaches, he says, boil down to the difficulty of drawing valid conclusions from incomplete data.

For instance, measurements of employee performance at any given company are based on the set of people hired and lack information about candidates who were passed over -- or weren't even interviewed -- who may have, say, produced more in less time. Aggregating data from many customers, as some larger vendors including SAP and Workday do, can reduce bias, but the problem remains that different companies may not track the same variables in the same way, and subtle but important ones are likely to be missing.

Moreover, management systems can't account for conditions outside the office that may energize or depress individual employees at work -- especially personal conditions that can shift unpredictably. On top of that, human psychology is a wild card; if workers know their overseer is tracking hours on the job rather than output quality, they may spend an extra hour a day at the office simply chatting by the water cooler.

"Even the smartest people will make bad decisions with bad data, and I think we have a lot of bad data in this process," Mr. Mendes says.

He favors technology that helps managers "without disqualifying people." However, he believes the most effective personnel-management tools are references, work-product tests, and strong personal relationships between supervisors and their charges.