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 library materials other than the textbook 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 <u>content</u>, and the maximum numbers of points for content will be 20. The scoring rubric for the content portion of this assignment is as follows:

1	-	clearly identifying at least three key issues to be addressed
3	-	appropriate and rigorous use of evidence from the case text(s)
6	-	appropriate and rigorous use of relevant theory from our Textbook
6	-	appropriate and rigorous use of the class Library materials
3	-	correct and proper use of In-Text Citations
1	-	correct and proper use of a Works Cited ("References") 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 <u>first</u> 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 <u>second</u> is to use sub-headings liberally (think of sub-headings as "signposts"). The <u>third</u> 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 topic sentence of the paragraph. The <u>fourth</u> and final technique is to repeat the three issues (summarized, of course)—along with recommendations, if any—somewhere in the final, concluding paragraph.

- *You must* use evidence from the case text(s). The evidence must be at least one direct quote. 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 issue that key, senior decision-makers should consider. 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 demonstrated primarily by the rigorous use of appropriate theories, models, and frameworks. For this assignment those theories must originate from the course textbook readings. The theory must be at least one direct quote. There are many theories in a textbook; choosing the best one requires diligent focus, a comprehensive understanding of course approach and 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 an issue by the use of a relevant analogy between a fact from the case text and a fact from a class *Library* materials listed on the course outline. You must use at least one direct quote from the *library* materials. As with evidence and theory, each issue will use analogies from different *library* materials. *Library* materials are labeled on the course outline as such; they are *not* materials from the textbook, supplementals, lectures, or video clips.

- *You must* cite your references, including specific page numbers (or from WileyPlus, the Section number or name), 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. I prefer APA format, but you may use MLA format as well. For the textbook, the citation must contain the Author's name, year of publication, and page number (or WileyPlus Section number or name). For other materials, the citation must contain the Author's name and year of publication. 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). Again, I prefer APA format, but you may use MLA format as well. 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:

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

Other Tips:

- *Don't* write haphazardly. *Do* balance <u>breadth</u> (broad coverage of multiple issues) with <u>depth</u> (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 <u>viscerally</u> 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 <u>unique and distinctive</u> from other upper-division business courses. Here are two tips: 1), review the titles of the textbook chapters, HBR and supplemental readings, and 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 <u>entire</u> course, including from materials on <u>leadership</u> and <u>change</u> 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 <u>cumulative</u> 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 <u>writing</u>, 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 (20 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 Uber. A new Chief Operating Officer (COO) has recently been hired at Uber to assist with changing some aspects of internal culture that have problematic over time. Also, as part of the change you now report to the new COO. Your new boss has asked you for assistance in helping to improve the corporate culture and related organizational functions at Uber.

Write a brief management analysis report to your boss that informs the COO and the top management team about the existing situation at Uber and what might be done about it. That is, using the language of our class, describe (explain or predict) specific examples of weak management skills or management abilities anomalies along with possible suggestions for future interventions. 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 #1 Citation:

Bensinger, G. (2017, June 14). Uber CEO Takes a Break as Scandals Roil Firm. *Wall Street Journal*.

Case Text:

Full text: Uber Technologies Inc. Chief Executive Travis Kalanick said he would take an indefinite leave from the company he built into the world's most valuable startup, as the ride-

hailing giant announced sweeping changes to its workplace culture in response to a series of scandals.

Mr. Kalanick said in an email to Uber's 12,000 employees Tuesday that he would shift his responsibilities to 14 direct reports while he is away, stepping in only for major strategic decisions. The move by the 40-year-old co-founder creates another void in Uber's already thinning executive ranks. "If we are going to work on Uber 2.0, I also need to work on Travis 2.0 to become the leader that this company needs and that you deserve," Mr. Kalanick wrote.

His message came just as Uber announced partial results of a nearly four-month investigation into its culture by former U.S. Attorney General Eric Holder's law firm. The executive summary from Covington &Burling LLP, made public as Uber addressed staff in an all-hands meeting at its San Francisco headquarters, made broad recommendations that were approved by the company's seven-member board.

The recommendations include transferring some of Mr. Kalanick's responsibilities to other managers, including a new chief operating officer position that Uber has been recruiting for but hasn't filled. The report also calls for Uber to install more independent board seats; elevate the role of the recently hired chief diversity officer, Bernard Coleman; create an oversight committee; establish leadership coaching for executives; and roll out mandatory sensitivity training for employees.

The report's summary also zeroed in on aspects of a corporate culture it says reinforces exclusionary and other poor behavior. Uber's 14 cultural values, for instance, include mandates such as "always be hustlin'" and "toe stepping." The report suggested restrictions on alcohol consumption and the use of controlled substances at the office, as well as romantic relationships among colleagues.

But the summary stopped short of exposing any incidents at Uber or identifying employees. It isn't clear whether any employees will be dismissed or reprimanded as a result of the investigation, though Uber on Monday parted ways with Emil Michael, the chief business officer and a confidant of Mr. Kalanick, as a result of the probe, according to people familiar with the matter. Mr. Michael declined to comment.

Tuesday's meeting with employees was clouded by a sexist remark by Uber investor and director David Bonderman that prompted him to resign from Uber's board later in the day. While director Arianna Huffington was addressing employees at the meeting about the addition of a second woman to the board, Mr. Bonderman interrupted and said, "Actually, what it shows is that it's much more likely to be more talking."

Mr. Bonderman, the founder of private-equity firm TPG Capital, later apologized for the comment, saying in an email to Uber employees that it was inappropriate and disrespectful, according to a TPG spokesman.

Uber is trying to repair its reputation after a February blog post by former software engineer Susan Fowler Rigetti, who alleged a male-dominated workplace permissive of sexual harassment and sexism. The claims compelled Uber to hire Covington &Burling LLP to conduct an investigation, which included interviews with more than 200 employees and separate online focus groups. Ms. Fowler Rigetti left Uber in December.

Some investors praised the report's recommendations as well as Mr. Kalanick's leave, saying Uber has an opportunity to change negative perceptions.

"The leave should help reset Travis's greatest value to Uber," said Bradley Tusk, an investor and previous political consultant to Uber. "To me, that's focusing on innovation and growth." Investors Mitch Kapor and Freada Kapor Klein, who previously criticized the company's "toxic" work culture, called the recommendations "thoughtful and extensive" in a statement.

Mr. Kalanick's announcement that he will take a leave of absence is a surprising twist in the controversial eight-year history of Uber. The company, guided by a CEO with a pugnacious leadership style, bulldozed into new markets while battling local regulators and competitors around the world, raising over $15 billion in funding in the process. A self-described "hustler," Mr. Kalanick is known for instituting hard-charging business tactics and a workplace that rewarded high performers above all else.

Nonmedical leaves for CEOs are rare for a company of Uber's size, employment experts say, and often leaders don't return. Mr. Kalanick also is grieving the death of his mother, who was killed last month in a boating accident that left his father seriously injured.

Mr. Kalanick is protected in his position because of his share-based voting power. Along with co-founder Garrett Camp and early employee and former Uber CEO Ryan Graves, he has a large majority of the voting shares. The rest of the board is made up of insiders and investors, though Uber on Monday named Nestle SA executive Wan Ling Martello as an independent director.

In recent months, Mr. Kalanick has lost about a half-dozen direct reports and several other senior executives -- through resignations or firings -- including the leaders of operations, marketing, finance, communications and self-driving car development. Mr. Michael, whose last day was Sunday, was effectively considered Mr. Kalanick's No. 2. Uber is actively searching for financial and operating chiefs as well as a general counsel.

In Mr. Kalanick's absence, Uber said it would be run by a committee of 14 executives, including the chief technology officer, regional managers and heads of legal, product, operations and other areas.

Mr. Holder's team emphasized the role of an eventual chief operating officer as a "full partner with the CEO." A former No. 2 to Mr. Kalanick, Jeff Jones, left in March after just six months, calling the values of Uber out of line with his own. Uber has interviewed executives for the role with public company experience.

Ms. Fowler Rigetti took to Twitter to express disappointment with the report's findings, noting she had seen illegal behavior at Uber. "I've gotten nothing but aggressive hostility from [Uber]" she wrote. "It's all optics." She didn't respond to a request for comment.

Case #2 Citation:

Koh, Y. (2017, June 14). Uber Curbs Alcohol, Office Flings. *Wall Street Journal*.

Case Text:

Full text: Alcohol-soaked parties, controlled substances, office romances and free dinner: those are the hallmarks of Uber Technologies Inc.'s raucous workplace -- and many other startups.

A report Uber commissioned from the law firm of former U.S. Attorney General Eric Holder, released Tuesday, called out such details as part of what's wrong with Uber's culture. Uber's board of directors unanimously adopted Mr. Holder's recommendations, such as limiting company spending on alcohol.

A freewheeling culture of marathon late-night work sessions and frat-boy behavior often goes hand-in-hand with a startup's fast-paced growth, experts say. But it can become detrimental as a company matures -- in Uber's case, to a $68 billion valuation and 12,000 employees. "What worked for 200 people doesn't work for a couple thousand and can spin out of control," said Ranjay Gulati, an organizational growth expert and professor at Harvard Business School.

Many startups stumble as they transition to a corporate culture, contributing to Silicon Valley folklore. Zenefits, the health-insurance brokerage startup, instituted a no-alcohol policy last year amid reports that employees were having sex in the office stairwells.

The report from Covington &Burling LLP recommended that Uber prohibit alcohol consumption during "core work hours," limit budgets for alcohol during after-work events and come up with retreats that don't require drinking. It also addressed "prohibiting consumption of non-prescription controlled substances."

The report didn't include details of what episodes led to the recommendations. Other suggestions include serving the catered dinner earlier to indicate the work day is ending so people can go home.

The report also recommended the company prohibit romances between employees in a reporting relationship.