

**COURSE OUTLINE**  
**MANAGEMENT OF ORGANIZATIONS 361**

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**Office Hours:** 3:20-4:20 p.m. Tues. & Thurs.  
and by appointment

**I. COURSE DESCRIPTION:**

This is a survey course of the many models, approaches and techniques that have been proposed and empirically tested for managing individuals, small groups and organizations.

**Objectives:**

1. Students will learn to recognize the names of the major theorists in the field of management, the models associated with each name and the practical applications of those models that are used in contemporary corporations. Students will also learn to recognize which theories have and have not been supported by scientific research.
2. Students will learn how to evaluate the scientific validity of the various approaches to management. This objective is future-oriented. With the potential to move into executive decision-making positions, Rhodes graduates must be able to evaluate the validity of the claims of management consultants and other advisors who propose to improve the management systems in their firm.
3. Students will learn to recall and recognize professional management terminology so that they can participate in management decision-making early in their careers. They will also learn to associate abstract terminology with phenomena in the empiric world.
4. Students will learn to recognize and accept the complexity, uncertainty and ambiguity associated with managerial work. They will also learn to distinguish between those questions about management that have and have not been answered fully by scientists.
5. Students will learn to identify their own assumptions and biases concerning life at work and distinguish their opinions from scientific fact. Often "common sense" opinions have been proven wrong by scientific research and can prevent managers from exploring managerial techniques that actually work and from gaining a fuller understanding of organizational functioning.
6. Students will be exposed to the many available approaches to managing work organizations to assist students in being more flexible, versatile and creative in solving management problems.

7. Students will learn to identify, analyze and remediate the motivation problems they face in their own lives.

## II. READING AND HOMEWORK ASSIGNMENTS:

The required reading is a packet of articles and book chapters which present the most influential, fundamental and classic work in the field of management. **Please read each assigned reading prior to coming to class so that you will be prepared to discuss the material in class and ask questions about anything that you do not understand.** For the readings at the beginning of the semester, a list of questions and/or exercises will be provided as a guide to help students uncover some of the basic issues in each article. Many of these questions as well as some of the exercises will appear in altered form on exams and many of them will be discussed in class. Although answering the questions and doing the exercises are not mandatory, these activities will help you to develop familiarity with the materials and will undoubtedly help to raise your class participation grade. If students are not prepared to discuss assigned readings in class, we will not discuss the assigned readings, but students will be responsible for these readings on the examinations.

In previous years, students have discovered that because of the volume and difficulty of the reading assignments, it is essential to keep up with the reading; **cramming before a test is NOT a useful method for high achievement on examinations in this course.** Furthermore, we will NOT discuss all of the assigned readings in class; a few will be your responsibility to read on your own. If you have **any** difficulty with **any** of the readings you should bring your questions to class and/or make an appointment to see me during office hours or at our mutual convenience. Many students are unfamiliar with methods for reading scholarly, scientific literature and I welcome anyone who is doing the reading, but not fully understanding the material, to work with me. If you are working with a study group, I would be happy to work with you as a group.

You will notice that there are no specific dates written on the course outline. This is because the pace of the course will be determined by how much time you need to discuss each topic in class. I will announce the assignment for the next class at the end of each class to make sure that there is no confusion.

## III. CLASS ATTENDANCE:

While I do not grade your classroom attendance, many of the questions on the exams will be taken from class lectures and discussions based on the assigned readings. **It is your responsibility to determine whether or not you need to attend class, but your understanding of the class materials and your understanding of HOW TO READ the readings will be greatly enhanced by class discussions.** Students have discovered that they cannot understand this material second-hand through other students' notes so that consistent class attendance, while not mandatory, is strongly advised.

While I encourage students to discuss the readings with me in my office when they think they might need extra help, I will NOT give special help to a student who has not attended class when the reading s/he doesn't understand was discussed.

*You are responsible for the information provided during class, whether you choose to attend or not.*

#### IV. HONOR CODE:

You are expected to abide by the honor code. Do not use the notes from students who have taken this course before for the purpose of answering questions in class. **This is a violation of the honor code** because your class participation should be a product of your own efforts to read and understand the assigned materials. Do not lend your class notes or your projects to other students. This is a violation of the honor code because when I go over exams in class, students write the answers in their notes. Several of your colleagues have used these answers in exams years later. They are violating the honor code and so are you now that you know how class notes have been used. Once these notes leave your hands, they are photocopied and passed to students for years to come. Aiding and abetting cheating violates the honor code. This is the first year I have assigned class projects, but if I use these again, I presume there will be some students who will attempt to use your “borrowed” work. I will hold both you and your “borrowing” colleague responsible, and if you have graduated, you will not be able to obtain a positive recommendation from me for graduate school or for a job. To avoid these unpleasant consequences, don’t lend your work to anyone. Once your materials leave your hands, you have no control over how they will be used by others.

#### V. EXAMINATIONS:

Your examinations will be a combination of short answers and essays. The short answer portion will test your recall of essential management terminology, theories, and techniques. The essays will require you to apply theories correctly to solve management problems and will be in the form of short cases. A practice case will be done in class before the first and second exams to help you prepare. There will be a comprehensive final that will cover all course materials up to, but not including, the material from the third exam.

The timing of the examinations will be determined by a vote of the students. We will have three examinations plus a final as students prefer to be tested more often on smaller amounts of material. The placement of examinations on the course outline is an example of the way in which the material could be divided into examination periods, but the actual placement of exams will be determined by a student vote. This should assist in avoiding conflicts with exams in other courses and athletic schedules. **An examination can always be taken earlier to accommodate students’ schedules but cannot be taken late.** Please contact me well in advance if special arrangements are required. Earlier exam times can be arranged during working hours (8:00 a.m. - 4:00 p.m. weekdays) for students who are traveling for official school functions, such as Model U.N., athletic teams or Mock Trials. Because our department has a limited number of office staff and many projects to complete that take priority, I regret that we will not be able to accommodate all students who wish to take exams at alternative days and times. For those students who do have schedule conflicts between official school functions and exam times, the Departmental Assistant (Ms. Gibson) or I will place you in a classroom in the Buckman building to take your exam so that your testing conditions will be very similar to those of your classmates. **If you are ill and cannot take an exam, please notify me immediately and be prepared to produce a physician’s note.** Because this is a preprofessional course, I am

inflexible about permitting students to take exams late. Employees in organizations are expected to meet deadlines and students who plan to enter the business world need to develop these habits in preparation for their future careers.

Because of the difficulty of finding appropriate testing rooms, I also request that anyone requiring extra time on examinations notify me at the beginning of the semester (and supply the proper documentation from Disabilities Services) so that an appropriate room can be located.

## **VI. PROJECT:**

This assignment is required and could raise your grade if done well. Each project is described in separate handouts. The points you receive on your project will be used to raise one or more of your examination grades depending on the quality of the project you complete. Some projects are more difficult, complex, and/or creative than others. The more difficult projects, if carried to completion, can be worth up to 20 points. The more structured, straight-forward projects are worth a maximum of 10 points. Let me know which type of project you prefer so that those students who really want to conduct independent, complex research will have the opportunity to do so. Those who want a more structured assignment can then be matched with a project that better suits their schedule and interests. You must complete your project by the designated date to receive any credit for it. If you fail to complete your project, half a grade will be deducted from your final grade.

## **VII. GRADING:**

All exams will be weighted equally to determine your grade. Any student who has made grades of A on the first three exams will be excused from taking the final exam and will receive an A in the course.

***You are responsible for knowing the information in this syllabus whether we discuss it in class or not.***

## COURSE OUTLINE - MANAGEMENT

<b><u>Topics:</u></b>	<b><u>Reading Assignment for the NEXT Class Session (by Author)</u></b>
<u>Introduction to Course:</u> How to Read a Scholarly Article Why Study Management?	Carper and Snizek
<b><u>PHILOSOPHY OF SCIENCE</u></b>	
What is a Theory? What is a Model? What is Science? What is Scientific Validity?	Taylor
Defining "Organization" Classifying Organizations	Wredge
<b><u>HISTORY OF MANAGEMENT THOUGHT:</u></b>	Roethlisberger Carey
Taylorism The Hawthorne Experiments  Job Satisfaction and Job Performance	Maslow
<b><u>ORGANIZATIONAL PSYCHOLOGY</u></b>	
<u>Motivation Theory:</u> What is Motivation? Maslow's Hierarchy of Needs  Herzberg's Two Factor Theory  Adams' Equity Theory	Herzberg King*  Adams  Latham & Yukl
<b>EXAMINATION</b>	
Locke's Goal Setting Theory  McClelland's nAch Theory	
<u>History of Leadership Thought</u> <u>Leadership Theory:</u> Definitions Power/Influence Authority Idiosyncrasy Credit	Meindl *

Life Cycle  
Managerial Grid  
Behavioral Theory  
Contingency Theory

Fiedler

EXAMINATION

Tausky (2 chapters)

**ORGANIZATIONAL SOCIOLOGY**  
Elements of Organizational Structure and  
Principles of Organizational Design:

Design Alternatives  
Organizational Metamorphosis  
Dysfunctions of Classical Designs

V. Thompson\* (2 chapters)

Decision Making & Organizational Models:

Barnard  
March & Simon

Discretionary Behavior

J. D. Thompson: A Synthesis

EXAMINATION

FINAL EXAMINATION

\* Articles that won't be discussed in class