

Course Description

An examination of the concepts of organizational efficiency and effectiveness, which introduces non-economic variables into the total management equation. This course will stress organization structure and process as key determinants of organizational survival and success. Emphasis will be on affective dimensions, which view the organization as an economic-socio-technical system. The roles, responsibilities, and contributions of the general manager will be emphasized.

A Living Syllabus

In the world of business, one faces uncertainty. The future cannot be accurately predicted. This syllabus may change during the course due to unforeseen issues and/or opportunities.

Course Materials

Managing People and Organizations, Gabarro, Harvard Business School

Management Challenges for the 21st Century, Peter Drucker, Harper Business

The World is Flat, Thomas L. Friedman, Farrar, Straus and Giroux

Articles of interest will be provided throughout the session

Course Objectives

1. To develop an understanding of the managerial and organizational effects of organization management
2. To recognize the applicability of organization management in real life business situations, including those that you and the other students in this class have experienced.
3. To become acquainted with organization management through an analysis of actual organizational practices.
4. To develop a working philosophy of organization management that will enable you to perform more effectively in business.
5. To understand the new roles emerging in organizations in the 21st Century as a result of innovations and globalization in technology.

Course Requirements

This course requires a good deal of reading, reflection, writing and class participation. You are expected to prepare prior to each class meeting, to raise issues for thought and discussion and to engage your fellow students in meaningful dialogue. Your willingness to explore, as well as contribute, ideas that facilitate learning and personal development is essential.

There is a significant amount of work to do in this course. I urge you to plan your time accordingly. Please review this syllabus carefully and note the due dates for the assignments. You should expect to have a written assignment every week.

Course Grading

Formal grading scheme for this course is as follows:

- 1. Research Report.....30%
- 2. Final Exam.....20%
- 3. Class Participation.....20%
- 4. Weekly Assignments.....30%

Final course grades will be assigned in accordance with the Grading System set forth in the current DeSales University Graduate Division Catalog.

Course Format/Teaching/Learning Methodology

The course will be conducted as weekly discussions and analyses of course reading materials. You will be expected to complete a weekly written summary of an assigned article in Managing People and Organizations, provide an assessment of its value to you in your work environment and lead a class discussion of its relevancy and merit. If possible, we will have guest speakers to discuss their business and organizational experiences in dealing with the challenges of managing in today’s environment.

Attendance Policy

Consistent class attendance is a must for many reasons, including the obvious fact that it is very difficult to participate in, contribute or profit from class discussions if you are not present. Discuss unavoidable absences with me in advance, if possible, and do whatever is necessary to make-up missed activity. A record of an unreasonable number of absences may adversely affect your final course grade.

Conduct and Integrity

As graduate students, it is expected that your conduct will be in accordance with the highest level of professional and ethical standards. See The Graduate Division Catalog in this regard.

Course Schedule

	Assignment
Week 1	Unavoidable Postponement of Class
Week 2	Introduction to the Course Research Paper and Outline
Week 3	Management Challenges for the 21 st Century – Chapters 1 and 2 The Manager's Job: Folklore and Fact Power, Dependence and Effective Management Management Time: Who's got the monkey?
Week 4	Management Challenges for the 21 st Century – Chapters 3 and 4 The New Managerial Work Managing without Managers Managers and Leaders What Leaders Really do Ways Women Lead
Week 5	Management Challenges for the 21 st Century – Chapters 5 and 6 How to Choose a Leadership Pattern In Praise of Followers One More Time: How do you Motivate Employees? Pygmalion in Management Making Performance Appraisal Work <i>RESEARCH PAPER TOPIC MUST BE APPROVED</i>
Week 6	Managing Interpersonal Conflict Managing your Boss A Framework for Analyzing Workgroups Problem Solving and Conflicts Resolution Understanding and Influencing Group Process
Week 7	How to Run a Meeting Managing a Task Force Organization Design Organization Design – Fashion or Fit? Functional Integration: Getting all the Troops to work Together Matrix Management: Not a Structure, a Frame of Mind
Week 8	In Praise of Hierarchy Choosing Strategies for Change Evolution and Revolution as Organizations Grow Leading Change Speed, Simplicity, Self-Confidence: An Interview with Jack Welch
Week 9	Planning with People in Mind Career Systems and Strategic Staffing Business and the Facts of Family Life Beyond Testing: Coping with Drugs at Work

	Classroom Performance – Periodic Reviews
Week 10	Reward System and Role of Compensation From Control to Commitment in the Workplace From Affirmative Action to Affirming Diversity Management Women and New Facts of Life
Week 11	The World is Flat – Friedman (four assignments) <i>FALL 2005 CR505 RESEARCH PAPER DUE</i>
Week 12	<i>FINAL EXAM</i>