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PRELIMINARY SYLLABUS

NOTE: *Items with an asterisk (*) may be downloaded from the WebCT web page for this course (accessed from www.business.uconn.edu). Lecture files will be made available shortly before the class.*

	<i>Date</i>	<i>Time</i>	<i>Topic/Exercise</i>	<i>Readings</i>
1.	August 29	6-9	Introduction Red & Blue Exercise* The Virtual Team* (preparation)	1-2
2.	September 5	6-9	Leadership lecture* Emotional Intelligence Quiz* The Best-Laid Incentive Plans case	3-8
3.	September 8 <i>(Saturday class)</i>	9:30-5	Teams lecture* The Virtual Team* (discussion) Lego Man Exercise*	9-14
4.	September 19	6-9	Bushfire Survival Simulation	-
5.	September 26	6-9	Culture lecture* What Is Organizational Culture?*	15-18
6.	October 3	6-9	MIDTERM EXAM	-
7.	October 10 <i>(long class)</i>	6-9:30	Alpha-Beta Exercise*	19-21
8.	October 20 <i>(Saturday class)</i>	9:30-5	Organizational Design lecture* Wise Publications case* Pen Mark Creative Verses Exercise*	22-24
9.	October 24	6-9	Organizational Change lecture* Welcome Aboard—But Don't Change a Thing case	25-30
10.	October 31 <i>(long class)</i>	6-9:30	Acquisition Exercise*	-

11. November 7

6-9

FINAL EXAM

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Overview: Organizations are faced with increasing demands from all directions – stockholders, the marketplace, and their employees. They need to make efficient use of their human resources to be competitive and to provide an acceptable return on investment. They need to be ready to react on short notice to new opportunities in an ever-changing world market. At the same time, they need to satisfy increasingly skeptical employees who are reluctant to commit themselves to any organization that does not respond in kind. What does it take to make organizations simultaneously innovative, flexible, adaptive, humane, ethical, and capable of reaping maximum benefit from their human capital?

This course examines principles of managing organizations, particularly those pertaining to leadership, teams, culture, organizational design, and organizational change. It is heavily participative in format, relying on experiential exercises and cases to demonstrate key concepts. The goal of the course is to enhance your ability to function effectively in organizational settings, by being able to diagnose actual or potential organizational problems, develop and implement solutions to these problems, and generally act in a manner that brings out the best in employees.

Attendance and participation. Because class experiences are critical to the achievement of course objectives, regular attendance and full participation are expected. Unexcused absence from more than two classes will be regarded as poor attendance and downgraded. Good class participation involves more than just good attendance. You are expected to be well-prepared for class and actively engaged in class activities.

Classroom etiquette. Cell phones should be turned off during class. Any student receiving phone calls during a class must provide food (e.g., cookies, candy, or some other treat) for the entire class at the next class meeting.

Evaluation: Final grades will be primarily based on performance in a midterm and final exam. Each exam will consist of objective questions about course exercises, cases, readings, lectures, and how these may be integrated with each other. Sample exam questions will be available on WebCT. There will also be opportunities for extra credit.

Religious Holiday: If an exam date conflicts with one of your religious holidays, it is your responsibility to notify me by the second class.

Course Materials: Readings and cases for the course (listed below) and the participant booklet for the Bushfire Survival Simulation are on sale at the UConn Co-op. You **must** purchase the booklet for the Bushfire Survival Simulation and bring it to class unopened.

Introduction

1. Christensen/Raynor, “Why Hard-Nosed Executives Should Care About Management Theory”
2. Pfeffer/Veiga, “Putting People First for Organizational Success”

Leadership: Guiding Employees’ Efforts

3. Khurana, “The Curse of the Superstar CEO”
4. Goleman, “What Makes a Leader?”
5. Kotter, “What Leaders Really Do”
6. Tannenbaum/Schmidt, “How to Choose a Leadership Pattern”
7. Kerr, “Organizational Rewards: Practical, Low-Cost Alternatives That You May Know, But Don’t Practice”
8. Kerr, “The Best-Laid Incentive Plans” (case)

Teams: Stimulating Collaborative Endeavors

9. Katzenbach/Smith, “The Discipline of Teams”
10. Ancona et al., “Team Process Observation Guide”
11. Sandberg, “Some Ideas Are So Bad That Only Team Efforts Can Account for Them”
12. Mulvey et al., “When Teammates Raise a White Flag”
13. Amason et al., “Conflict: An Important Dimension for Successful Management Teams”
14. Majchrzak et al. “Can Absence Make a Team Grow Stronger?”

Culture: Promoting Commitment and Learning

15. Goffee/Jones, “What Holds the Modern Company Together?”
16. Earley/Mosakowski, “Cultural Intelligence”
17. Dvorak, “Making U.S. Management Ideas Work Elsewhere”
18. McGill/Slocum, “Unlearning the Organization”

Organizational Design: Planning and Organizing Work

19. Chesbrough/Teece, “When Is Virtual Virtuous? Organizing for Innovation”
20. Mintzberg/Van der Hayden, “Organigraphs: Drawing How Companies Really Work”
21. Leavitt, “Why Hierarchies Thrive”
22. Jaques, “In Praise of Hierarchy”
23. Walker/Lorsch, “Organizational Choice: Product vs. Function”
24. Hymowitz, “Managers Suddenly Have to Answer to a Crowd of Bosses”

Organizational Change: Revitalizing Organizations

25. Sull, “Why Good Companies Go Bad”
26. Reger et al., “Creating Earthquakes to Change Organizational Mindsets”
27. Kotter, “Leading Change: Why Transformation Efforts Fail”
28. Marks/De Meuse, “Resizing the Organization: Maximizing the Gain While Minimizing the Pain of Layoffs, Divestitures, and Closings”
29. Christensen et al., “The Tools of Cooperation and Change”
30. McNulty, “Welcome Aboard—But Don’t Change a Thing” (case)