
THE GEORGE
WASHINGTON
UNIVERSITY

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DEPARTMENT OF MANAGEMENT

Spring 2008, Tuesdays 6 – 8 PM, Graduate Education Center – Arlington

Course Number: Management 201

Course Title: Organization Management and Leadership

Course Description: Integrative approach to organizational concepts, management principles, philosophy, and theory in public and private organizations. Evolution of management functions, and practices, stressing present management approaches, general systems theory, leadership, and contingency management.

Professor: Sergey Ivanov, Ph.D.

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Office Hours: Before/after class, and by appointment (including weekends).

Text Required: “The Leaders We Need” ISBN: 1422101665, Michael Maccoby
“A Cry Unheard” ISBN: 1890862118, James J. Lynch
“Requisite Organization” ISBN: 1886436045, Elliott Jaques
“Accountability Leadership” ISBN: 1564145514, Gerald A. Kraines

Text Recommended: “Obedience to Authority” ISBN: 006131983X, Stanley Milgram
“Social Power and the CEO” ISBN: 1567205518, Elliott Jaques
“The Broken Heart” ISBN: 0465007694, James J. Lynch
“Eichmann in Jerusalem” ISBN: 0140187650, Hannah Arendt
“The Age of Fallibility” ISBN: 1586483595, George Soros

Course Objective: This course is designed to provide theoretical foundations and applied knowledge into organizations, management, leadership, and systems thinking. It gives the student experience in applying organizational concepts and introduces the student to major works and ideas in the organizational, management, and leadership fields.

Instruction Method: Conversation and Discussions, Group Exercises, Papers, and Projects.

Assignments: Papers 1, 2 and 3.

Writing a paper:

Each paper should be honest, original and creative, clearly presenting your thoughts and ideas about the subject you are writing. References are encouraged, and proper English is required. The instructor will look for your original, complex, and in-depth thoughts and analyses presented in each paper. The instructor is interested in what you think, not what somebody else thinks. Plagiarism will not be tolerated; so, make sure to reference any idea you quote properly. Plagiarized papers will at best receive no credit, and at worst will fail the student in the class (instructor's discretion). Cheating will not be tolerated; please see Jerry Harvey's definition of cheating.

Paper 1: Doubletalk, doublethink, and experience of the language and other "talks" (short paper, 1 – 2 pages maximum)

This is an individual paper. The instructor wants to learn about your experience(s) of leadership doubletalk, doublethink, and other "talks" you have experienced personally in your adult, professional, and other lives that changed you and your outlook of the world around you. Have you experienced the use of language that "argued for" something, when in fact arguing against the very issue(s) the speaker appears to argue for, and dear to you? The instructor is curious if it is easy to observe or present an argument for while achieving the exact opposite. Please be honest and creative, and feel free to talk about other ideas and issues about which you care and think, illuminating the dichotomies of the language you have seen, felt, and experienced.

Paper 2: Evaluation of an Organization (short paper, 5 pages maximum)

This is an individual paper. Evaluate an organization you have been part of. Imagine yourself as an independent consultant brought in by the Board/CEO to diagnose and evaluate this organization. Describe this organization so that we all could relate to it. Are there any structural/other problems you can identify? What are they? What recommendations would you offer to the CEO/Board? Be as creative as possible.

Paper 3: Evaluation of an Organization (conference¹ paper, 12 pages maximum)

This is a seminal paper for this class; it should comprise all of the ideas which you have learned. This could be a group paper or individual (your choice); a group is free to organize itself and/or break apart based on the desires and decisions of its members; this group is a true association governing itself within the contours of our class.

The endeavor should be an in-depth analysis of the organization about which you have written in paper 2. Re-evaluate this same organization based on the ideas you have learned in this class. Are there any systemic problems? How many layers are in this organization; what are they? How many layers should there be? What is the organizational structure, and what it should be? What are the differences between the manifest and extant organizations within this company? What should a requisite organization be like (within this company)? How big are the roles of the employees? What is the annual revenue/funds of this company/department? Please be as creative as possible; after all, creativity, ingenuity, and thinking free are the beginnings for bravery, freedom, and your own outlook on leadership and societal systems.

Grading Method:		Points:	Grade:	Points:	Grade:
Paper 1:	10%	100 – 91	A	78 – 77	C+
Paper 2:	15%	90 – 89	A–	76 – 71	C
Paper 3:	40%	88 – 87	B+	70 – 69	C–
Paper 3 Presentation:	5%	86 – 81	B	68 and	F
Final Exam:	30%	80 – 79	B–	below	

¹ The instructor hopes that this paper qualifies to be presented at a respectable management/leadership conference.

DATE ² , SESSION	PROJECT DUE ³	THEME	READING ⁴
Jan 15, #1		Intro, Reflexivity, Lang., Conversation	
Jan 22, #2	Paper 1	Cheating, Ethical and Moral Principles, Analytic Depression Blues, Loneliness	Maccoby 1, 2 <i>Harvey – Cheating</i>
Jan 29, #3	<i>Movie: ⁵ Abilene Paradox, followed by class discussion</i>	Historical Overview: Systems Thinking in Management and Introduction to Major Works: Follett, Argyris, Herzberg, McGregor, Lewin, Bion, Harvey, Isaac, Jaques, others	Maccoby 3 – 5 Lynch 1, 2 <i>Harvey – Abilene</i> <i>Harvey – Feedback</i> <i>Freud/Einstein</i>
Feb 5, #4	Paper 2 <i>In-class Short Game</i>	The Abilene Paradox, Phrog Farms, and other mediations on management Personalities, Productive Narcissist, Strategic Intelligence, Intelligence, Research and Fallacies in Management, Unicorns	Maccoby 6 – 10 Lynch 3, 4 <i>Harvey – Future of OD</i> <i>Org as Phrog Farms</i> <i>8 Myths</i>
Feb 12, #5	<i>Movie: Group Tyranny</i>	Good and Evil: Systems Thinking in Organizations and Societies	Lynch 5, 6 <i>Harvey – Eichmann</i>
Feb 19, #6	<i>Conversation with:</i>	Guest Speaker: Jerry Harvey, Ph.D.	Jaques – Part 1 Lynch 7 <i>EJ Levels with You</i>
Feb 26, #7	<i>In-class Exercise: time-span of the role</i> <i>Movie: Elliott Jaques, 1&2</i>	Applied Theories in Organizations, Types of Organizations	Jaques – Part 2 Lynch 8 <i>Long View of Lead</i>
March 4, #8	<i>Movie: Elliott Jaques, 3&4</i> <i>Class Discussion</i>	Organizational Theory, Foundations (continued), Organizational Structure, Types of Teams and Teamwork	Jaques – Part 3 Kraines – Part 1 Lynch 9; <i>Psych F</i>
March 11, #9	<i>Conversation with:</i>	Guest Speaker: Steve Clement, Ph.D.	Jaques – Part 4 Kraines – Part 2 Lynch 10
March 18, –	<i>Spring Break – have fun!!</i>		
March 25, #10	<i>In-class Exercise: time-span of the role</i>	Authorities, Accountabilities, Systems of Compensations, Strategic Management, Motivation, Talent Pool Development, Performance Appraisal	Jaques – Part 5 Kraines – Part 3 Lynch 11 <i>Human Time</i>
April 1, #11	<i>In-class Exercise: systems thinking/world conflicts</i>	Time, Loneliness, Unhealthy Societies, Futurism, Leadership, Latest Research	Jaques – Afterthoughts Kraines – Part 4
April 8, #12	<i>Movie: Code Breakers, followed by class discussion</i>	Course Review, Systems Thinking, Groupthink, Authorities and Accountabilities, Teamwork (revisited)	Lynch 12 <i>Herzberg – One More Time</i>
April 15, #13		Final Exam	
April 22, #14		Presentations	
April 29, #15	Paper 3	Presentations	

² Dates and topics on the syllabus may change slightly to accommodate the class' needs.

³ All projects due must be submitted promptly in the beginning of each class, or they will be subject to penalty of one point per day late.

⁴ All assigned reading is due before class; for a complete required reading list, please visit the class' website at <http://home.gwu.edu/~sergey> (all articles are posted as PDF files on the class web site (italicized above)).

⁵ All movies used in class are mini-movies on a specific topic to encourage and enhance the class conversation.