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THE GEORGE  
WASHINGTON  
UNIVERSITY

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DEPARTMENT OF MANAGEMENT

**Fall 2007, Mondays 6 – 8 PM, Graduate Education Center – Arlington, #407**

**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 Productive Narcissist” ISBN: 0767910230, Michael Maccoby  
“Requisite Organization” ISBN: 1886436045, Elliott Jaques  
“Eichmann in Jerusalem” ISBN: 0140187650, Hannah Arendt

**Text Recommended:** “Obedience to Authority” ISBN: 006131983X, Stanley Milgram  
“Organizational Behavior and Management” ISBN: 007287516X  
“Social Power and the CEO” ISBN: 1567205518, Elliott Jaques  
“The Broken Heart” ISBN: 0465007694, James J. Lynch

**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:** Conversations, Discussions, Group Exercises, Papers, and Projects.

**Assignments:** Paper 1, Paper 2, Paper 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 (single- or double-spaced – be creative and professional). 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: Language of Leadership and Pandora's Box (short paper, 1 – 2 pages maximum)**

This is an individual paper. The instructor wants you to use the language to “argue for” something, while in fact using the language to argue against the very issue(s) you are arguing for. The instructor wants to achieve you seeing how easy it is to present an argument for while achieving the exact opposite. Please be honest and creative, and feel free to talk about other ideas and issues related to this class about which you care and think a lot, 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 to diagnose/evaluate this organization. Describe this organization well 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 (conference paper, 12 pages maximum)**

This is a seminal paper for this class; it should comprise all of the ideas about 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.

This 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 independence are the beginnings for brave thoughts, new beginnings, and a different outlook on modern leadership and societal systems.

<b>Grading Method:</b>		<b>Points:</b>	<b>Grade:</b>		<b>Points:</b>	<b>Grade:</b>
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	

DATE <sup>1</sup> , SESSION	PROJECT DUE <sup>2</sup>	THEME	READING <sup>3</sup>
Sep 10, #1		Introduction, Reflexivity, Language	
Sep 17, #2	<b>Paper 1</b>	Cheating, Ethical and Moral Principles, Analytic Depression Blues, Loneliness	Maccoby 1, 2
Sep 24, #3	<b>Paper 2</b> <i>Movie: 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, 4 Arendt
Oct 1, #4	<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 5, 6 Arendt
Oct 8, #5		Good and Evil: Systems Thinking in Organizations and Societies	Arendt
Oct 15, #6		Applied Theories in Organizations Organizational Structure; Types of Organizations, Types of Teams and Teamwork	Jaques – Part 1
Oct 22, #7	<i>Movie: Elliott Jaques, followed by class discussion</i>	Organizational Theory, Foundations (continued)	Jaques – Part 2
Oct 29, #8	<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 3
Nov 5, #9	<b>Organizational Design</b>	<b>Guest Speaker: Steve Clement, Ph.D.</b>	Jaques – Part 4
Nov 12, #10	<i>In-class Exercise: systems thinking/world conflicts</i>	Time, Loneliness, Unhealthy Societies, Futurism, Leadership, Latest Research	Jaques – Part 5
Nov 19, #11	<i>Movie: Code Breakers, followed by class discussion</i>	Course Review, Systems Thinking, Groupthink, Authorities and Accountabilities, Teamwork (revisited)	Jaques – Afterthoughts
Nov 26, #12		<b>Final Exam</b>	
Dec 3, #13		<b>Presentations</b>	
<b>Dec 4, #14</b>	<b>Foggy Bottom Campus: Duqués 651, 6:30 PM</b>	<b>The Leaders We Need: And What Makes Us Follow: Michael Maccoby</b>	
Dec 10, #15	<b>Paper 3</b>	<b>Presentations</b>	

<sup>1</sup> Dates and topics on the syllabus may change slightly to accommodate the class' needs.

<sup>2</sup> 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.

<sup>3</sup> All assigned reading is due before class; for a complete required reading list, please visit the class' website at <http://home.gwu.edu/~sergey>.