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THE GEORGE  
WASHINGTON  
UNIVERSITY

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DEPARTMENT OF MANAGEMENT

**Summer 2007, Tuesdays/Thursdays 6:10 – 8:20 PM, Duques 359**

**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  
“Eichmann in Jerusalem” ISBN: 0140187650, Hannah Arendt  
“Social Power and the CEO” ISBN: 1567205518, Elliott Jaques

**Text Recommended:** “Obedience to Authority” ISBN: 006131983X, Stanley Milgram  
“Organizational Behavior and Management” ISBN: 007287516X

**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:** Lectures/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. The instructor prefers single-spaced papers, and 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). Also, cheating will not be tolerated; please see Jerry Harvey's definition of cheating.

### **Paper 1: Leadership, Management and Organizational Short Paper (2 pages maximum)**

This is an individual paper. The instructor is interested in your present understanding of these concepts: leadership, management, organization, systems thinking. Please define these concepts the way you understand them, and explain what they mean to you. Please be honest and creative, and feel free to talk about other ideas (related to this class) about which you care and think a lot.

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

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 have identified? 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 ideas that you have learned about, and should build on papers 1 and 2. This could be a group paper or individual (your choice); a group is free to organize itself and/or break based on the desires and decisions of its members; in fact, this group is a true association governing itself.

This endeavor should be an in-depth analysis of the organization you have written about 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 big are the roles of the employees? What is the organizational structure, and what it should be? What is the annual revenue of this company/department? Please be as creative as possible; after all, creativity and ingenuity are the pillars for fresh thoughts and new beginnings.

<b>Grading Method:</b>		<b>Points:</b>	<b>Grade:</b>	<b>Points:</b>	<b>Grade:</b>
Final Exam:	30%	100 – 91	A	78 – 77	C+
Paper 1:	10%	90 – 89	A–	76 – 71	C
Paper 2:	20%	88 – 87	B+	70 – 69	C–
Paper 3:	30%	86 – 81	B	68 and	F
Paper 3 Presentation:	10%	80 – 79	B–	below	

DATE <sup>1</sup> , SESSION	PROJECT DUE <sup>2</sup>	THEME	READING <sup>3</sup>
May 22, #1		Introduction, Reflexivity, Cheating, Ethical and Moral Principles	
May 24, #2	<b>Paper 1</b>	Historical Overview: Systems Thinking in Management and Introduction to Major Works: Follett, Argyris, Herzberg, McGregor, Lewin, Bion, Harvey, Isaac, Jaques, others	Maccoby 1, 2
May 24, #3	<i>Movie: Abilene Paradox, followed by class discussion</i>	The Abilene Paradox, Phrog Farms, and other mediations on management	Maccoby 3, 4
May 29, #4	<b>Paper 2</b>  <i>In-class Short Game</i>	Personalities, Productive Narcissist, Strategic Intelligence, Intelligence, Research and Fallacies in Management, Unicorns	Maccoby 5, 6
May 29, #5	<i>Movie: Elliott Jaques, followed by class discussion</i>	Applied Theories in Organizations Organizational Structure; Types of Organizations, Types of Teams and Teamwork	Jaques 1, 2, 3
May 31, #6		Good and Evil: Systems Thinking in Organizations and Societies	Arendt Jaques 4, 5, 6
June 5, #7	<i>In-class Exercise: time-span of the role</i>	Authorities, Accountabilities, Systems of Compensations, Strategic Management, Motivation, Talent Pool Development, Performance Appraisal	Jaques 7, 8, 9
June 7, #8		Course Review, Systems Thinking, Groupthink, Authorities and Accountabilities, Teamwork (revisited)	Jaques 10, 11, 12
June 12, -	<i>Reading Day; the instructor is at the ICSB conference</i>		Jaques 13, 14, 15
June 14, -	<i>Reading Day; the instructor is at the ICSB conference</i>		Jaques 16, 17, 18
June 19, #9		<b>Final Exam</b>	
June 21, #10	<i>Movie: Code Breakers, followed by class discussion</i>	Time, Loneliness, Unhealthy Societies, Futurism, Leadership, Latest Research, Review of Papers	
June 26, #11		<b>Team Presentations</b>	
June 28, #12	<b>Paper 3</b>	<b>Team 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>.