Office hours will be held Thursday in Room 566 Barrows (642-5221) from 10:00 – 11:00 AM and by appointment.

The purpose of this course is to introduce you to some management concepts important in managing and/or existing in organizations. We will divide the course into three sections reflecting three major questions people should ask when they become members of organizations. The three major questions are:

1. How are we organized around here?
2. How do we get things done around here?
3. How do I get things done through other people?

The first major question, “How are we organized around here?”, has to do with issues of organizational goals and effectiveness, structure, and attachment and socialization. The second issue, “How do we get things done around here?”, is concerned with group processes in organizations; communication, power and politics, and decision making. The third issue, “How do I get things done through other people?”, focuses our attention on leadership motivation, and organizational change. Students who lead others in providing insightful class participation will be rewarded. This could push other student’s grades down.

Assignments

A midterm consisting of essay questions or essay and short answer questions constitutes 25% of your grade. We find that students benefit from sample questions (like those that will appear on the midterm) provided shortly before the midterm. A group project (described here) constitutes 30% of the grade. [DO NOT MIND PAPERS IN CLEAR PLASTIC FOLDERS.] A project group evaluation (3 typewritten pages) is worth 5% of the grade, and a final exam is worth 40% of the grade. (Again, sample questions will provided).

Each student will be required to spend one hour, sometime during the semester, in a small group of four or five students, examining the content material for the next week’s classroom meetings. A sign up sheet will be circulated at the end of the second week of class. Pop quizzes can be expected. They will be used to further assess performance of students found to be doing well or badly at the midterm or final exam.
Texts

Reader to be purchased at Copy Central at 2560 Bancroft Way across from the playing field.

Sessions

January 22 (Tuesday)

What's this all about? An introduction to organizations and managing. We will go over the syllabus.

January 24 (Thursday)

The reason to view this tape is to try to gain some sensitivity about how business is shaping up in the 1990s. It provides a dynamic view of business development that we'll want to keep in mind as we proceed through the relatively more static readings during the semester. A short (nongraded) assignment will be given. It is to be turned into the instructor on January 31.

Video: Tom Peters: Thriving on Chaos

Read: Peters: Get Innovative or Get Dead (reader)

January 29 (Tuesday)

Guest: Robert Chapman
Associate, Risk Arbitrage
JCT Advisors
New York City

Bob is a recent graduate from the Haas School of Business Undergraduate Program. He is also an alux of BA 150. He will talk a little about his business experiences related to the content of this course. Think of questions you would like to direct to someone in his position as he will leave plenty of time for your questions.

January 31 (Thursday)

Team selection for project. A team project will be conducted in this course. The field work for that project should be done early. However, you will have the week of April 1nd free of class. This assures me that you can get together as teams during what would
otherwise be normal class sessions. The purpose of the project is for you to better familiarize yourselves with specific work organizations, how they are put together, and how they influence the people in them. During this class session we will develop specific aspects of work organizations, derived from this course, that groups will explore. Some of this development should be the result of your reading and viewing of the tape, and should also come from our previous discussions. Teams will prepare interview schedules and find work organizations about which they would like to become "experts." They should identify appropriate members of those organizations to contact given the issues each team will explore.

Teams will contact members of organizations and set up interviews with them. This means you have several weeks to make contacts and develop interview schedules. However, don't be fooled by this. Teams will need to discipline themselves to set up regular meetings and begin work from the very beginning of the course. Teams that fail to do this typically mention tales of woe in the short group analysis proper each team member writes at the end of the semester.

Team members will interview employees of their choice in organizations and, if it is possible, do things to familiarize themselves further with those organizations along the dimensions to be studied by each team. For example, it might be appropriate to interview a branch manager of a bank about how decisions are made in the bank, who makes them, about what, and what decision making processes are used. Permission might be obtained to sit in on a decision making meeting and to ask participants how decision strategies might be changed to make the bank a more effective organization.

The instructor will help each team focus its project. The project is to cover some one or few of the issues taken up in this course. Examples of project done previously are "Motivation and Supervision at Henry's Restaurant and Bar," "Power Acquisition and Utilization and Decision Making at Bank of America," "Communication and Motivation in the Oakland A's Organization," and "Corporate Structure, Communication, and Decision Making in a Big 6 Firm." If you initially select one topic and find something else in your organization far more promising (and on the syllabus of this course) feel free to change.

Former students have come up with a pot pourri of things they thought might help you. These include:

1. Start early delineating your problem
2. Name your group
3. Find regular meeting times
4. Define your intermediate and final goals
5. Define what people want to contribute/get out of the experience
6. Don't let theatrics overwhelm content in your executive summary
7. Think about using only a part of your group in the executive summary
8. Develop leadership
9. Develop a war fund
10. Have early team meetings
11. Develop rewards (i.e., a pot for a gift certificate at Yogurt Park)
12. Sub group your group if necessary

Students should feel free to be imaginative about the direction their projects take. You should do as many things as you can think of to gain a working familiarity with the processes you are studying. For some topic areas it may be appropriate to ask to see the 10x reports, it might be useful to apply for a job in the organization, you may want to look at anything published in the media or in book form about the organization.

The bottom line of all this is a team generated report the instructor will grade. You need not turn this report in until the end of the semester (giving you a chance to do a smashing job). However, you will be required to give an oral executive summary to the class. That summary will be graded by the rest of the class (not by the instructor) and constitutes 2% of the group part of the grade. The instructor will allot each team a specific number of minutes for the summary. Teams are required to think about how they will use the time. They can use it to present a finished product to the class, complete with flip charts, songs, and dances, or whatever else works. They can use it as a feedback session from the class. Criteria for grading the "executive summary" include clarity of presentation, amount of information transmitted, professionalism, pizzazzzzz, etc. Students are warned not to let theatrics overcome content.

Each group's final report is to be accompanied by 3 page group analyses written by each team member. These analyses should focus on group processes in your group. How did the group develop, how did it structure itself, what strategies did it use to motivate itself, what kind of leadership emerged, etc.? Groups should identify to the instructor any member who exhibits poor participation. That member will receive an F for this assignment.

February 5, 7 (Tuesday/Thursday)
The bottom line. Organizational goals and effectiveness. What kinds of goals do organizations have and what should their goals be? How would we know an effective organization if we saw one?

Read: Roberts & Hunt, Ch. 1
Hall, R.S. (1989), Organizations: Structures, Processes, and Outcomes, Ch. 11 (reader)
Video: 48 Hours: Will NASA Fly Again?

February 12, 14 (Tuesday/Thursday).
Now that we've decided what we want to do how do we organize to do it? These sessions will focus on organization structure. Building organizational structures may be either fundamental inputs to organizations or may be the results of other things that happen in organizations. What are the specific characteristics of organizations that influence the way people in them behave? What happens when these characteristics change? How can one change them? How do organizational structural characteristics influence jobs people in organizations do and their responses to those jobs? Before February 14 read the Words in Sentences exercise thoroughly. If you don't the class will be confusing. Bring the Words in Sentences exercise to class February 14.

Read: Roberts & Hunt, Ch. 2
Gellerman, In Organizations as in Architecture, Fora
Jagtes: In Praise of Hierarchy (reader)
Vlachoutsicos and Lawrence: What We Don't Know About Soviet Management (reader)
Trist and Bamforth: Some Social and Psychological Consequences of the Longwall Method of Coal Getting (reader)

Case: Words in Sentences (reader)

February 19, 21 (Tuesday/Thursday).
Socializing people into organizations and organizational culture. How do we socialize people into organizations? What is organizational culture? Does culture help in the socialization process?
Read: Roberts & Hunt, Ch. 3
Schein, Does Japanese Management Style have a Message for American Managers (reader)
Ott, S.J. (1989), The Organization Culture Perspective, Chs. 2, 3 (reader)
Jackson, S. The Lottery (reader)
Video: Hell Camp & Hell Camp USA

February 26, 28 (Tuesday/Thursday)

How do we get things done around here? Group processes in organizations. What are these processes? How does conflict develop and how is it managed?

Read: Roberts & Hunt, Ch. 4
Rosten, "Poor Hammerhead" (reader)
Asch, Effects of Group Pressure Upon the Modification of Judgments (reader)
Cohen, A. & Bradford, D. Influence Without Authority: The Use of Alliances, Reciprocity and Exchange to Accomplish Work (reader)
Kaufman, B. Sunday in the Park (reader)
Video: Longshoremen
Case: Slade Company (reader)

March 5 (Tuesday)

Discussion of progress made on group projects (each group to make a short report to the class). Discussion about the midterm.

March 7 (Thursday)

MIDTERM

March 12 (Tuesday)

Group processes in organizations. They’re impossible without good communication. Communication is the glue that ties organizations together. Communication can be looked at as both a structure and process of organizational life. How is information transmitted accurately and how is it distorted in organizations. We will look at elements of the communication process (both verbal and non-verbal communication).

Read: Roberts & Hunt, Ch. 5
Video: ABC News Body Watching
March 14 (Thursday)

Group processes in organizations. Power and politics. How are power and politics developed and used in organizations?

Read: Roberts & Hunt, Ch. 6
Malamcik & Pfeffer, Who Gets Power and How do They Hold on to It (reader)
Kotter, Power, Dependence, and Effective Management (reader)

March 19, 21 (Tuesday/Thursday)

Group processes in organizations. Decision making. What are various approaches to understanding how decisions are made in organizations? What are some of the problems associated with decision making in organizations?

Read: Roberts & Hunt, Ch. 7
Connolly: Information Processing and Decision Making in Organizations (reader)
Janis, Groupthink: The desperate drive for consensus at any cost (reader)
Nisbett & Ross, Human Inference: Strategies and Shortcomings of Social Judgment, Chs. 2, 3 (reader)
Case: Lost on the Moon: A Group Decision Exercise (reader)

March 26, 28 (Tuesday/Thursday)

Spring Break

April 2, 4 (Tuesday/Thursday)

Work on Group Projects. No Formal Class

April 9, 11 (Tuesday/Thursday)

Getting things done through other people. Leadership is the process through which managers attempt to get others organized to complete the tasks required in organizations. What different leadership styles exist in organizations? Which are most effective? Are there organizational constraints that influence how one can lead?
Read: Roberts & Hunt, Ch. 8
Calder, B. An attribution theory of leadership (reader)
Mintzberg: The manager’s job: folklore and fact (reader)
Nadler and Tushman, Beyond the Charismatic Leader: Leadership and Organizational Change (reader)
parkhouse, An interview with Niccolo Machiavelli (reader)

April 16, 18 (Tuesday/Thursday)

Getting things done through other people. Motivation in organizations.

Read: Gibson, et. al., Chs. 4, 5
Aronson, The Rationalizing Animal (reader)
Staw, Motivation in Organizations (reader)

April 23, 25 (Tuesday/Thursday)

Getting things done through other people. Managing change in organizations. What are indicators that organizations need to change? How do they change? How should they change?

Read: Roberts & Hunt, Ch. 11
Manz, Keating & Donnellon, Preparing for an Organizational Change to Employee Self Management: The Managerial Transition (reader)
Stebbins & Shani, Organization Design: Beyond the "Mafia" Model (reader)
Zers & Avedisian, Organizational Planned Change: Chances for Success (reader)

April 30, May 2, 7 (Tuesday/Thursday/Tuesday)

EXECUTIVE SUMMARIES, CLASS PROJECT

May 9 (Thursday)

Three page group process evaluations are due. These analyze your project group experience with your new "organizational eyes"

Video: Who Killed Alan...? The video will serve as the basis to one question on the final exam.