**MGMT 338 - Managing Organizations**  
Summer 2004

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## SYLLABUS

*NOTE: Items with an asterisk (*) may be downloaded from the WebCT web page for this course (accessed from [www.business.uconn.edu](http://www.business.uconn.edu)) shortly before the class.*

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<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Topic/Exercise</th>
<th>Readings</th>
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<tr>
<td>1. Tuesday, May 11</td>
<td>6-9</td>
<td>Introduction</td>
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<td>Red &amp; Blue Exercise*</td>
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<td>2. Thursday, May 20</td>
<td>9:30-5</td>
<td>Leadership lecture*</td>
<td>2-10</td>
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<td>The Best-Laid Incentive Plans case</td>
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<td>Lego Man Exercise*</td>
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<td>3. Friday, May 21</td>
<td>9:30-5</td>
<td>Teams lecture*</td>
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<td>Virtual Teams Exercise*</td>
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<td>Jungle Survival Simulation</td>
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<td>4. Saturday, May 22</td>
<td>9:30-5</td>
<td>Organizational Culture lecture*</td>
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<td>What Is Organizational Culture?*</td>
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<td>Alpha-Beta Exercise*</td>
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<td>5. Friday, June 4</td>
<td>9:30-5</td>
<td>Organizational Design lecture*</td>
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<td>Wise Publications*</td>
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<td>Pen Mark Creative Verses Exercise*</td>
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<td>6. Saturday, June 5</td>
<td>9:30-5</td>
<td>Organizational Change lecture*</td>
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<td>Welcome Aboard—But Don’t Change a Thing case</td>
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<td>Acquisition Exercise*</td>
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<td>7. Friday, June 18</td>
<td>6-9</td>
<td>FINAL EXAM</td>
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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, work teams, organizational culture, organizational design, and organizational change. It is heavily participative in format, relying on experiential exercises and cases to demonstrate key concepts. In fact, it will be difficult for you not to participate—every class member will be expected to play an important role in class simulations. 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: You are expected to attend all class sessions. Unexcused absence from more than one class will be regarded as poor attendance and downgraded.

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

Religious Holiday: If the exam date conflicts with one of your religious holidays, it is your responsibility to notify me by the second class.
Course Materials: Duplicated readings and cases as well as the participant booklet for the Jungle Survival Simulation are on sale at the UConn Co-op. You must purchase an individual copy of the participant booklet for the Jungle Survival Simulation.

The readings and cases are as follows:

**Introduction**
1. Pfeffer/Veiga, “Putting People First for Organizational Success”

**Leadership: Guiding Employees’ Efforts**
5. Tannenbaum/Schmidt, “How to Choose a Leadership Pattern”

**Work Teams: Stimulating Collaborative Endeavors**
8. Katzenbach/Smith, “The Discipline of Teams”
10. Mulvey et al., “When Teammates Raise a White Flag”
11. Amason et al., “Conflict: An Important Dimension for Successful Management Teams”

**Organizational Culture: Promoting Commitment and Learning**
15. McGill/Slocum, “Unlearning the Organization”
16. Ricks, “Lessons Learned”

**Organizational Design: Planning and Organizing Work**
21. Lublin, “Place vs. Product: It’s Tough to Choose a Management Model”

**Organizational Change: Revitalizing Organizations**
23. Sull, “Why Good Companies Go Bad”
24. Reger et al., “Creating Earthquakes to Change Organizational Mindsets”
26. Lagnado, “Personality Change”
28. Brockner, “Managing the Effects of Layoffs on Survivors”
29. McNulty, “Welcome Aboard—But Don’t Change a Thing” (case)