

# BUS. 301: Theory Of Organization & Management

Illinois Institute of Technology  
Stuart School of Business

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## COURSE SYLLABUS

**Instructor:** Len McKendrick, Ph.D.      **Mobile:** 267 – 879 – 2752  
**Term:** Fall – 2010      **Email:** [LMckend793@aol.com](mailto:LMckend793@aol.com)  
**Office Hours:** By Appointment  
**Class Days/Time:** Tuesday & Thursday – 10:00 am to 11:15 pm  
**Building & Room:** Tech Park Central Building (TP-C) / 4B8 – 1

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### Course Description:

This course is an introduction to the theory and practice of management; includes basic managerial functions: planning, organizing, leading, and controlling. Communication, motivation, and decision-making techniques are stressed. Also covered are organization structure and design, the dynamics of individual and group interaction, organization climate, managerial styles, the implication of increasing workforce diversity, coping with conflict, and methods for achieving organizational improvement. Issues in international business are dealt with at relevant points.

### Learning Objectives:

You will be able to:

- ✓ Understand the organizational factors and individual and group factors that define culture and drive performance.
- ✓ Develop a deep appreciation for the role of the individual and the impact that differences in personalities, attitudes, motivations, and learning styles have on the workplace.
- ✓ Develop an appreciation for the challenges of organizational communication, decision-making, and conflict resolution.
- ✓ Understand the impact of power and political behavior on culture and performance.
- ✓ Understand the impact of organizational design and structure on culture, strategy execution, and individual and group behavior.
- ✓ Understand the importance and characteristics of effective, ethical leadership, and various approaches to motivation.
- ✓ Relate the course content to and gain experience developing and presenting solutions to vexing workplace challenges and situations.

## Required Text



**ORGB.** Nelson, D.L. & Quick, J.L., Mason, OH: South – Western. 2008-2009 edition.

I will distribute supplemental readings, case studies, and experiential activities throughout the term.

You should be able to order this text from Amazon for a **very** reasonable price. You will need to bring the text to each class.

### Dr. Len's Current Favorite Management/Business Books)

- ✓ Bossidy, Larry and Ram Charan. Execution: The Discipline Of Getting Things Done. 2002.
- ✓ Collins, Jim. Good To Great. 2001.
- ✓ Covey, Stephen. The 7 Habits Of Highly Effective People. 1989.
- ✓ Crisafulli, Patricia. The House Of Dimon: How JP Morgan's Jamie Dimon Rose To The Top Of The Financial World. 2009.
- ✓ Ferrazzi, Keith. Never Eat Alone: And Other Secrets To Success, One Relationship At A Time. 2005.
- ✓ Follett, Mary Parker and Pauline Graham (editor). Mary Parker Follett: Prophet Of Management. 1995.
- ✓ Katzenbach, Jon R. and Douglas K. Smith. The Wisdom Of Teams: Creating The High Performance Organization. 1994.
- ✓ Kotter, John P. Leading Change. 1996.
- ✓ Schultz, Howard and Doris Jones Yang. Pour Your Heart Into It: How Starbucks Built A Company One Cup At A Time. 1997.
- ✓ Watkins, Michael. The First 90 Days: Critical Success Strategies For New Leaders At All Levels, 2003.
- ✓ Welch, Jack with John A. Byrne. Straight From The Gut. 2001

## **Business References**

- Advertising Age
- Barron's
- BusinessWeek
- Fast Company
- Forbes
- Fortune
- Hoover's
- Inc.
- Motley Fool
- Money
- The Economist
- Wall Street Journal

## **Attendance & Late Policy**

Attendance is required at all lectures and class exercises. The course will provide many opportunities for classroom participation, and you will find there is a high correlation between attendance, participation, and mastery of the course content. Please make every effort to arrive early for class. If you are late, then make sure to meet with me after class.

## **Grading Scale**

<b>Percentage</b>	<b>Grade</b>
90 - 100%	A
80 - 89%	B
70 - 79%	C
60 - 69%	D
Below 60%	F

Unless a factual grading error has occurred, grades for the course, or on individual assignments, are not subject to negotiation.

## **GRADING COURSE DELIVERABLES**

❖ Quizzes [ 4 @ 10% each - Individual ]	40%
❖ Company Profile Project [ Team ]	20%
❖ Business SWOT [ Individual ]	10%
❖ BP Analysis Project [ Individual ]	10%
❖ Career SWOT [ Individual ]	5%
❖ Attendance & Participation [ Individual ]	<u>15%</u>
	100%

## **Academic Integrity**

IIT – Stuart School of Business expects all students to fulfill assignments and tests independently and honestly. The University will penalize any cheating or plagiarism and all other forms of dishonesty.

## **Students With Disabilities**

Reasonable accommodations will be made for students with documented disabilities. In order to receive accommodations, students must obtain a letter of accommodation from the Center for Disability Resources and make an appointment to speak with me as soon as possible.

The Center for Disability Resources is located in the Life Sciences Building, Room 218, 312.567.5744 or [disabilities@iit.edu](mailto:disabilities@iit.edu).

## **BUSINESS SWOT EXPECTATIONS**

You will deliver **1** Business SWOT analysis (1 page). I will provide the Business SWOT template for you to use. You must research an organization's/industry's **internal S**trengths & **W**eaknesses and **external O**pportunities & **T**hreats (SWOT). We will complete several Business SWOT exercises in class.

You will need to include a **MINIMUM** of **10** complete research citations (articles / hyperlinks) to provide a comprehensive Business SWOT review and to make it easier for me to locate the research. You are encouraged to exceed (**11+**) research source expectations to differentiate your performance and to over-deliver on Business SWOT analysis research expectations.

### **Research Citation Example:**

**Wendy's Rolls Out Phase 2 Of Its Strategic Growth Plan**, Quick Service Restaurant, October 26, 2007. <http://www.qsrmagazine.com/articles/news/story.phtml?id=5811>

## **COMPANY PROFILE TEAM PROJECT EXPECTATIONS**

You will deliver a Company Profile (CP) **POWERPOINT** team project, **MAX**. 20 slides, professional business font (Times New Roman or Garamond), and @ least 12 type size.

Your CP powerpoint presentation should include at least **20** research sources to meet expectations and **21+** to exceed research expectations. I will review several professional Investor Relations Powerpoint presentations in class.

Your CP team project should follow this template:

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- Cover page

- Table of Contents

- **Company Summary**

This section presents the business description, products/services offered, and corporate timeline of the company

- **Company Analysis**

Both business and geographic segments are analyzed. It further discusses the major subsidiaries of the company and any upcoming / current mergers & acquisitions.

- **Business Developments – A Review**

This section examines the significant developments that have taken place in the company in **2010**. It is a form of news analysis where the most critical company news is discussed. [ 3 – 5 bullet statements ]

- **Discussion of Business Strategies**

This section talks about the current and future strategies of the company. All business, marketing, financial, and organizational strategies are discussed here. [ 5 – 7 bullet statements ]

- **SWOT Analysis**

The SWOT Analysis is a valuable process in assessing an organization's internal **S**trengths & **W**eaknesses and external **O**pportunities & **T**hreats. It offers powerful insight into the critical issues facing an organization.

- **Financial Performance**

It discusses the most recent financials of the company and also compares the historical sales and income figures with the current and projected figures. The objective is to evaluate the financial health of the company. [ See company's **2009** Annual Report: Letter To Shareholders and Financial Highlights ]

- **Financial Analysts' Stock Summary**

Review as many Financial Analysts' stock recommendations – **Buy, Hold, or Sell** – as possible. What is the consensus? Why? You need to research at least **15** financial experts' recommendations to meet expectations. **You must put this information in 1 page chart form.**

- **Competition Synopsis**

This section compares the company with its peer group. List the company's major competitors? What differentiates your organization from its peer group?

- **Conclusion**

- **Works Cited** – Complete research citation, title, author, year, hyperlink

**Exhibits:** Include appropriate charts, graphs, and/or exhibits in the body of analysis

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**Source:** P&G – Company Profile: <http://www.allbusiness.com/marketing-advertising/public-relations/5256781-1.html>

WEEK/ DATES	TOPICS	CHAPTERS / ASSIGNMENTS
<p><b><u>WEEK # 1</u></b> Aug. 24 &amp; 26</p>	<p><b>Introductions / Course Expectations &amp; Deliverables</b></p> <p><b>Understanding Business</b></p> <p><b>External Forces For Change – Managerial Opportunities &amp; Challenges</b></p> <p><b>Jobs &amp; The Design of Work</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Please bring your ORGB text, syllabus, and course calendar to <u>ALL</u> classes</b></li> <li>▪ <b>Chapter 1:</b> pp. 2 – 14</li> <li>▪ <b>Chapter 2:</b> pp. 16 – 33</li> <li>▪ <b>Chapter 14:</b> pp. 216 – 224</li> <li>▪ <b>Activity:</b> Organizational Functions &amp; Core Competencies</li> </ul>
<p><b><u>WEEK # 2</u></b> Aug. 31 &amp; Sept. 2</p>	<p><b>Personality, Perception, and Attribution</b></p> <p><b>Attitudes &amp; Emotions</b></p> <p><b>Career Management</b></p> <p><b>Entrepreneurship &amp; Starting A Business</b></p>	<p style="text-align: center;"><b><u>DUE: RESUME – AUG. 31</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Chapter 3:</b> pp. 34 – 51</li> <li>▪ <b>Chapter 4:</b> pp. 52 – 61</li> <li>▪ <b>Chapter 17:</b> pp. 266 – 283</li> <li>▪ <b>Assessments:</b> Big 5, Learning Styles, and MBTI</li> <li>▪ Impression Management / Mock Interviews &amp; Class Feedback</li> </ul>
<p><b><u>WEEK # 3</u></b> <b>Sept. 6 – Labor Day Holiday</b> Sept. 9</p>	<p><b>Organizational Design &amp; Structure</b></p> <p><b>Organizational Culture</b></p> <p><b>Ethical / CSR Opportunities &amp; Challenges</b></p> <p><b>Business SWOT Review</b></p>	<p style="text-align: center;"><b><u>QUIZ # 1 – SEPT. 9</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Chapter 15:</b> pp. 232 – 248</li> <li>▪ <b>Chapter 16:</b> pp. 250 – 265</li> <li>▪ <b>Chapter 4:</b> pp. 61 – 67</li> <li>▪ <b>Spotlight:</b> Future of Offshoring &amp; Nearshoring</li> <li>▪ Business SWOT Exercises</li> </ul>
<p><b><u>WEEK # 4</u></b> Sept. 14 &amp; 16</p>	<p><b>Motivation At Work</b></p> <p><b>Learning &amp; Performance Management</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Chapter 5:</b> pp. 68 – 81</li> <li>▪ <b>Chapter 6:</b> pp. 82 – 97</li> <li>▪ Business SWOT Exercises</li> </ul>
<p><b><u>WEEK # 5</u></b> Sept. 21 &amp; 23</p>	<p><b>Communication</b></p>	<p style="text-align: center;"><b><u>BUSINESS SWOT # 1: Starbuck’s – SEPT. 30</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Chapter 8:</b> pp. 116 – 130</li> <li>▪ <b>Assessment:</b> Communication Styles</li> <li>▪ Oral &amp; Written Business Communication</li> <li>▪ Delivering Exceptional Business Presentations</li> </ul>

<p><b><u>WEEK # 6</u></b> Sept. 28 &amp; 30</p>	<p><b>Communication (Continued)</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Activities:</b> Business Presentations, Interviews, &amp; Elevator Pitch</li> </ul>
<p><b><u>WEEK # 7</u></b> Oct. 5 &amp; 7</p>	<p><b>Decision Making By Individuals &amp; Groups</b> <b>Ethical Decision Making</b> <b>Midterm Course Feedback – Likes &amp; Dislikes</b></p>	<p style="text-align: center;"><b><u>QUIZ # 2 – OCT. 7</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Chapter 10:</b> pp. 148 – 165</li> <li>▪ The Rational Decision Making Process</li> <li>▪ Managerial Cases / Discussion</li> </ul>

<p><b><u>WEEK # 8</u></b> Oct. 12 &amp; 14</p>	<p><b>Work Teams &amp; Groups</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Chapter 9:</b> pp. 132 – 147</li> <li>▪ Stages of Group Development</li> <li>▪ <b>Team Activity:</b> Hiring Activity</li> </ul>
<p><b><u>WEEK # 9</u></b> Oct. 19 &amp; 21</p>	<p><b>High Performing Work Teams</b></p>	<p style="text-align: center;"><b><u>BP ANALYSIS – OCT. 21</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Reading:</b> Building High Performance Sports Teams</li> <li>▪ Create Project Teams, Select PM's, and Teambuilding</li> <li>▪ <b>Team Activity:</b> Promotion Activity</li> </ul>
<p><b><u>WEEK # 10</u></b> Oct. 26 &amp; 28</p>	<p><b>Conflict &amp; Negotiation</b> <b>Networking &amp; Relationship Management</b></p>	<p style="text-align: center;"><b><u>QUIZ # 3 – OCT. 28</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Chapter 13:</b> pp. 200 – 215 &amp; 10 Secrets Of A Master Networker</li> <li>▪ <b>Assessment:</b> Conflict Management Styles</li> <li>▪ Effective Negotiation Strategies</li> <li>▪ Team Project Review &amp; Expectations / Create Project Teams / Select Project Managers / Teambuilding &amp; Planning Meetings</li> </ul>
<p><b><u>WEEK # 11</u></b> Nov. 2 &amp; 4</p>	<p><b>Power &amp; Political Behavior</b> <b>Leadership &amp; Followership</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Chapter 11:</b> pp. 166 – 181</li> <li>▪ <b>Chapter 12:</b> pp. 182 – 192</li> <li>▪ Power Bases &amp; Influence Tactics Research</li> </ul>
<p><b><u>WEEK # 12</u></b> Nov. 9 &amp; 11</p>	<p><b>Ethical Leadership</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Assessment:</b> Leadership Philosophy</li> <li>▪ Ethical Leadership Mini – Cases</li> <li>▪ Leadership Interview Questions / Role Plays</li> </ul>
<p><b><u>WEEK # 13</u></b> Nov. 16 &amp; 18</p>	<p><b>Affirmative Action / Employment Discrimination Law</b> <b>The Business Case For Workplace Diversity</b></p>	<p style="text-align: center;"><b><u>QUIZ # 4 – NOV. 18</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Readings:</b> The Business Case For Diversity and It Wasn't About Race. Or Was It?</li> </ul>
<p><b><u>WEEK # 14</u></b> Nov. 23  <b>Nov. 24 – Thanksgiving Break</b></p>	<p><b>Managing Change</b></p>	<p style="text-align: center;"><b><u>DUE: COMPANY PROFILE – NOV. 23</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Chapter 18:</b> pp. 284 – 299</li> <li>▪ <b>Assessment:</b> Self, Peer, and Team</li> </ul>

<p><b><u>WEEK # 15</u></b> Nov. 30 &amp; Dec. 2</p>	<p><b>Business Simulation Activity</b> <b>BUS. 301 &amp; Beyond...</b></p>	<ul style="list-style-type: none"><li>▪ <b>Spotlight:</b> Walmart</li><li>▪ <b>Large Team Activity:</b> Layoffs</li><li>▪ Course Review &amp; Key Learnings</li><li>▪ <i><b>Celebrate!</b></i></li></ul>
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***Live Long & Prosper!***