

# EC331: Business Organization & Management

Block 7 – Spring 2014  
Colorado College

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Palmer 101-C














- Class location:** Palmer 117
- Class Hours:** Varies, but usually 9:15am-12:30pm.  
See schedule on page 7 for daily meeting times.
- Office Hours:** We can meet most anytime in the afternoon, by appointment only.  
Time is money.
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## DEPARTMENT OF ECONOMICS AND BUSINESS MISSION STATEMENT

### MISSION

We engage exceptional students  
who think critically, analytically and creatively  
with intellectual competence and confidence,  
leveraging the advantages of the Block Plan,  
drawing on the art and science of the discipline,  
at home and abroad,  
for now and for life.

Our students can:

-  COMMUNICATE EFFECTIVELY
  -  Write effectively
  -  Speak and present effectively
  -  Use the language of economics and business accurately and persuasively
-  ANALYZE DATA
  -  Interpret evidence in a reason-based approach
  -  Generate insightful analysis in a theoretical context
-  WORK INDEPENDENTLY
  -  Demonstrate initiative and perseverance
  -  Manage projects effectively
-  FRAME AND RESOLVE ILL-DEFINED PROBLEMS
  -  Apply relevant knowledge creatively
  -  Appreciate the complexity of multiple perspectives

NOTE: This course addresses each of the above the goals in some fashion.

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## COURSE DESCRIPTION:

This course examines classic and contemporary writings of the modern business organization with a focus on the human element. In your future career, you will likely depend on people to accomplish tasks, goals, and projects and they will depend on you. An understanding of the human side of management is an essential component to organizational success. This includes a deep understanding of yourself and your self-awareness of your own behavior within an organizational context.

This course will focus on three distinct levels of management: the self (individual), interpersonal, and the organization. Topics to be covered include the origins of management, complexity and structure, organizational culture, motivation and performance, leadership, group behavior, power, influence, conflict resolution, decision-making, work processes and organizational effectiveness.

The goal of this course is three-fold:

- Increase your knowledge of organizational management concepts so that you can understand and analyze how organizations and the people within them work.
- Provide you with opportunities to apply management concepts to real-world problems.
- Increase your mental flexibility to diagnose problems, communicate more effectively, make decisions, motivate and influence others, manage diversity, and drive organizational change.

**Prerequisites:** Economics 160 or Psychology 100, 101 or 111. Will count toward the economics major only if taken after Economics 160.

*Websites:* We will be using the CANVAS online platform for this class. You will receive an invitation from “CANVAS Instructure” prior to the course. Please accept the invitation and use your CC email system credentials to signon.

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## TEXT AND MATERIALS

1. Levy, D.A., Parco, J.E. and Blass, F.R. (2008). *The 52nd Floor: Thinking Deeply About Leadership*. ISBN: 978-0982018507
2. Levy, D.A. and Parco, J.E. (2011). *Echoes of Mind: Thinking Deeply About Humanity*. ISBN: 978-0982018576
3. Auxiliary readings and cases have been published in a customized course pack from Harvard Business School Publishing. This packet includes all required materials (on which the project and exam will be based) and should cost approximately \$85. To purchase, visit <https://cb.hbsp.harvard.edu:443/cbmp/access/23476554>
4. Other required readings as provided during the course (available in CANVAS on the “Syllabus” tab under the assigned day).

## COURSE ADMINISTRATION

**Class meeting time and location:** Unless otherwise noted, all classes will begin in the assigned classroom daily at 9:15 a.m. Please pay special attention to the days of guest speakers, workshops and field trips as times vary significantly.

**Performance evaluation:** Grades will be assigned on the basis of your performance on the following evaluation vehicles:

In-class Participation	25%
Daily Reflections	25%
Oral Exam	20%
Group presentation	10%
<u>Organizational analysis paper</u>	<u>20%</u>
<b>Total</b>	<b>100%</b>

Half of your grade in this course will be assessed from your daily activity in and out of class. The other half will test your knowledge, analysis, application and synthesis during Week 4. College policy states that grades of “A” are reserved for “excellent work that reflects superior understanding and insight, creativity, and skill;” grades of “B” are assigned to “good work that reflects a high level of understanding and insight, creativity, or skill;” grades of “C” are assigned to “adequate work that indicates readiness to continue study in the field;” and grades of “D” are assigned to “marginal work, only minimally adequate.” In general, letter grades will be based on a curve (not on a 90/80/70 contract). Although there is no desired target or “correct” distribution of grades, students that are well-prepared, engage each other in thoughtful dialogue during class meetings and demonstrate an intellectual curiosity about the material typically receive “A”s and “B”s. Late work or missed assignments will typically receive no credit.

**In-class Participation:** Regular class attendance is a necessary but insufficient condition for successful completion of this course. You will receive a daily grade determined after class based on your engagement. Merely attending class isn’t enough. You will be expected to have accomplished all readings and assignments prior to class starting, and during class, to thoughtfully and respectfully engage with others in the class on the day’s topic. Note that we aren’t counting the number of words you say. Being engaged and talking are not always the same thing. You will be evaluated on the quality of your comments and reflections above all else.

**Class Groups.** On the first day of class, you will be divided into (relatively) equal size groups. Each each group will select an organization for its group project by Day 3 of the class.

**Daily Reading Reflections:** Please note that this course has been designated as a “Writing in the Discipline” course. Thus, there will be a significant amount of writing to do. However, the majority of the writing you’ll be asked to do is inherently reflective in nature. Starting Day 1 and continuing through Day 15 of the course, you are required to post reflective entry in CANVAS using one of the assigned course texts. During the first week, you will be working with “Echoes of Mind” focusing on the self. During week 2, you will expand your level of analysis and work with “The 52nd Floor” focusing on the organizational context. Then, during week 3, you will be asked to switch from analysis to synthesis and begin integrating your reflections and the course material.

Each daily journal entry will be graded on:

- (1) Timely completion;
- (2) Quality of response (both intellectually and technically);

- (3) Depth of thoughtfulness and reflectiveness;
- (4) Creativity and/or originality of thought;
- (5) Integration with other course concepts or life aspects.

**IMPORTANT NOTE - FINAL SUMMARY REFLECTION REQUIREMENT.** On Day 15, you will be asked to provide an overall summary (no particular length limit) synthesizing all your previous daily reflective entries. Unlike your daily entries which were private and only viewable by the teacher, this summary posting will be available and shared with others in class for "peer review." CANVAS will assign you four other students' reflective summary posts to review. Likewise, four other students will also review your final entry.

As you contemplate on your final summary, ask yourself:

- (1) What do you make of all that you've written about?
- (2) Do you see any common themes?
- (3) What have you learned along your journey through the course?

You must complete your final entry by 10pm on the third Friday of the block. Late entries will not be graded, so please don't delay. Then, over the weekend, you will be required to read and reply to your classmates entries. Replies must be posted no later than 10pm on Sunday, when the forum will close.

Your grade for this the final summary reflection will be based on:

- (1) the quality of your independent reflections and assessment across the course themes.
- (2) the quality of your commentary on the other entries by class members.

**Oral Exam:** The final exam is scheduled for Tuesday during the forth week of the course. It will be comprehensive and cover everything (all theories, readings, experiences, etc.) in the course. You will take the oral exam during a preassigned 1-hour block with all members from your project group.

Prior to the exam, you will be provided with a list of questions. Then, on the exam day, you will randomly select one question from the list and then answer it.

You will be graded on the accuracy, creativity, breadth and depth of your answer. You will be expected to thoroughly and accurately reference applicable course readings and activities, and provide examples to support your answer.

After you answer your question, your group members will successively be asked comment on your answer. Likewise, after they answer their randomly drawn question, you will be asked to comment on their respective answers. Be wary of merely saying just saying "I agree" when responding to others' answers. Every answer will be expected to have a rationale grounded in the course material.

Your overall grade will be assessed on both your individual answer (75%), as well as your comments on your peers' answers (25%). Comments will be provided, as requested, after the conclusion of the course on Day 18 at noon.

There will be no make-up oral exam. If for any reason you miss the exam, you will be required to answer all of the questions in a closed-note, closed-book written exam.

**Organizational Analysis Project:** Throughout the duration of the course, you will study, analyze and evaluate an organization of your choosing, through the lenses provided in the course.

PAPER: By 9am on the final day of class, one member from each group shall post their group's final paper to CANVAS. The topic, structure, format, approach and content of your project is up to your group. The paper should be 10-12 pages in length, but in no case should it be less than 8 pages, nor longer than 15 pages. Your grade will be determined on the basis of your creativity in topic selection, quality and depth of analysis using themes, concepts and examples from the course. You are to work in small groups of your choosing (prefer four, no larger than five, no smaller than three). Not all members of your group will necessarily receive the same grade.

PRESENTATION: The presentation should not exceed 15 minutes in length. The rest of the criteria for the presentation will be entirely up to your group. You will be judged on your creativity in topic choice, analysis and use of course concepts. Be very careful on your choice in how you approach using AV support (e.g. PowerPoint slides). Overly complicated slides (read: too many words, crowded, etc) can negatively affect a group's overall grade. (NOTE: For the record, I strongly discourage the use of Prezi as I've never seen a presentation incorporate it effectively. Every year a group tries to prove me wrong, and every year, well, "life's about choices...") Your group will present to the rest of the class on Monday during Week 4 (Day 16 of the course).

Both the written and oral portions of the project will be graded.

## MISCELLANEOUS COURSE POLICIES

**Honor Code:** It should go without saying that the Honor Code firmly applies to all activities within this course. The only way in which we can all grow as scholars is to rely on each other's integrity and responsible behavior. Please help each other to preserve the strength of the Honor Code. If you are uncertain about whether your behavior conforms, ask. The general rule is simple: always cite your sources. On the written exam, no outside sources are permitted. For homework and other projects that involve research beforehand, all sources are permitted with appropriate attribution.

The Honor System encompasses the student body, the Honor Council, and the Honor Code to form an essential part of the academic program at Colorado College. Its purpose is to help recognize each student's maturity and individual ability. Accordingly, the Honor System provides an atmosphere of mutual trust that contributes to students' personal growth and academic development. The spirit of this constitution and the principles it embodies are intended to provide a foundation for a personal ethical code that will continue long after graduation from Colorado College.

Every Colorado College student is responsible for obtaining a working knowledge of all rules and regulations of the Honor System and for understanding this constitution and other materials describing the Honor System. Also, the student is obliged to know how the principles apply in each class. Ignorance of the principles embodied in this constitution and of the way in which they apply in a particular class will be no excuse for a violation of the Honor System.

### *General Guidelines*

THESE GENERAL GUIDELINES ARE ONLY A BRIEF SUMMARY OF THE HONOR SYSTEM. EVERY STUDENT IS EXPECTED TO BECOME FAMILIAR WITH THE DETAILS OF THE CONSTITUTION, WHICH FOLLOWS THESE GENERAL GUIDELINES.

1. The Honor System applies to all work done for credit — exams, papers, laboratory reports, daily assignments, and any other assigned work. Unless the professor specifically states otherwise, work done on all tests and assignments shall be entirely the student's own.

2. In papers, direct quotations must be acknowledged by quotes and footnotes. Ideas or paraphrasing taken from outside sources (including course textbooks) must be properly acknowledged, unless the professor specifically states otherwise. In oral reports, verbal acknowledgment of sources is usually sufficient.

3. Exams must be taken at the place and within the time limits designated by the professor. Except as otherwise stated in this constitution, each professor has the right to set such exam and term paper guidelines as the professor deems appropriate.

4. A student's work may not be submitted for simultaneous credit in two different classes without the explicit permission of both professors. Replications of one's own earlier work may be submitted for subsequent credit only with the explicit permission of the professor to whom the work is now being submitted.

5. An attempt to violate the Honor System, which is not completed because the student is observed in the attempt, will be considered a full violation.

6. A student or professor reporting a suspected violation will remain anonymous to everyone except the Honor Council. If the case is appealed, the identity of the accuser will also be revealed to an appeal board consisting of five (5) randomly selected students pledged to confidentiality.

By posting any assignment to CANVAS for this course, you are acknowledging that, on your honor, you have neither given nor received any unauthorized aid on the respective graded assignment.

**Disabilities:** If you have a disability and require accommodations for this course, please speak with the professor privately as soon as possible so that your needs may be appropriately met. If you have not already done so, you will need to register with Disability Services in the Learning Commons at Tutt Library (Rm 152, 227-8285). This is the CC office responsible for coordinating accommodations and services for students with disabilities.

**Final Note:** This class is scheduled to meet regularly (read: daily) through Day 18 of the course at noon. Please don't ask permission to miss class or leave early. Life is about choices, and choices have consequences. Since both the choices and consequences are exclusively yours, it is only a decision you can make. Generally speaking, missing a single class can reduce your final grade by a full letter grade. If you miss more than three classes, you can be dropped from the course, IAW college policy.

*There are two ten-hour workdays in every 24-hour period with four hours for sleep.  
Lack of time is never an excuse, and almost anyone will believe it.*

**DAILY TOPICS, ASSIGNMENTS, ACTIVITIES, EVENTS AND READINGS\*\***

<u>Class</u>	<u>Day/Time</u>	<u>Topic</u>	<u>Reading</u>	<u>Notes</u>	<u>Assignment</u>
1	Mon, Mar 24th 9:00am-11:00am	Course Introduction and “First Monday”	Drucker: Theory of Business  Drucker: What Executives Should Remember		Daily Reflection
2	Tues, Mar 25th: 9:15am-12:30pm	Communication and Vision	Von Hoffman: Drucker on Communication  Collins and Porras: Building Your Company’s Vision	Exercise: Looker-Feedbacker	Daily Reflection
3	Wed, Mar 26th: 9:15am-12:30pm	Systems	Hammond: Beer Game Then, available after class: Senge (CANVAS)	<b>BRING COMPUTER TO CLASS</b> (with template from CANVAS pre downloaded - also, have a full battery charge)	Daily Reflection Project ID
4	Thurs, Mar 27th: 9:15am-12:30pm	Human Resource Management	Drucker: How to Make People Decisions  Katz: Skills of an Effective Administrator	Guest: Carl Janssen	Daily Reflection
5	Fri, Mar 28th: 9:15am-12:30pm	Business Ethics	Case: WSJ articles	Guest: Mark Maremont	Daily Reflection
6	Mon, Mar 31st: 8:30am -3:15pm (Gaylord Hall in Worner)	Leadership Workshop (all day)	Rosenzweig: McNamara and the Evolution of Modern Management  Goodwin and Coutu: Leadership Lessons from Lincoln  Bennis: On Becoming a Leader	**Bring <i>The 52nd Floor</i> **  Guest: Phil Condit Exercise: Levers	Daily Reflection
7	Tues, Apr 1st: 7:00am-1:30pm (USAFA)	Reflection: Contemporary Civ-Mil Issues	Jesus Killed Mohammed  The Runaway General  Transgender in the Military  Bent Spear 2007  DoD Report	Guest: Todd Westhauser Field trip: Air Force Academy (lunch provided - meet bus at 6:10am)	Daily Reflection Project Outline
8	Wed, Apr 2nd: 9:15am-12:30pm	MetaPerspectives	Hofstadter (CANVAS) Ackoff (CANVAS) Becker (CANVAS)		Daily Reflection
9	Thurs Apr 3rd: 9:45am-12:00pm	Organization and Work Process	Christensen and Shu: What is an Organization Culture?	Field trip: The Gazette (meet bus at 9:40 am)	Daily Reflection

10	Fri, Apr 4th: 7:00am-2:30pm	Organizational Culture	Krattenmaker: What's Your Company's Culture?	Field trip: Lakewood Police Dept (meet bus at 6:55 am)  Bus video: Office Space	Daily Reflection
11	Mon, Apr 7th: 9:15am-12:30pm	Perspectives on Diversity	Hofstede (CANVAS)  Miner: The Body Ritual of the Nacirema	Quiz over all reading so far  Exercise: Titans	Daily Reflection
12	Tues, Apr 8th: 9:15am-12:30pm	Women in Charge	Sandberg and Ignatius: Now is Our Time  Ibarra et al.: Women Rising	Guest: Jill Tiefenthaler (11am)	Daily Reflection
13	Wed, Apr 9th: 9:15am-12:30pm	Decision-Making	Drucker: Effective Decision  Organizational Traps: The Madness of Crowds  O'Toole and Bennis: Culture of Candor	Decision-making case (CR)	Daily Reflection
14	Thurs, Apr 10th: 9:15am-12:30pm	Conflict Resolution & Negotiation	Conger: The Necessary Art of Persuasion  Ertel: Getting Past Yes	Negotiation case (UO)	Daily Reflection
15	Fri, Apr 11th: 9:15am-12:30pm	Chaos, Control, Creativity and Canons	Wheatley: Chaos and the Strange Attractor of Meaning  Hofstadter: Crux of Creativity  Simons: Control in and Age of Empowerment  Pfeffer and Sutton: Are Great Leaders in Control of their Companies?	Video: Chaos	Final Reflection
16	Mon, Apr 14th: 9:15am-12:30pm	Group Presentations			Group presentation
17	Tues, Apr 15th: As scheduled	Oral exam (with project group)			Group oral exam
18	Wed, Apr 16th: 9:15am-12:00pm	Course Summary			Final project due by 9am

**\*\*Assignments and Schedule are subject to change.**