

**THE CITY COLLEGE OF NEW YORK
DEPARTMENT OF ECONOMICS**

**ECO 34000
ORGANIZATION AND MANAGEMENT
Spring 2005**

Mondays and Wednesdays, 11:00am-12:15pm, NAC 6/314

Professor Maria C. Binz-Scharf

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Office Hours: Mondays and Wednesdays, 01:00-02:00 pm or by appointment

This course is intended to provide the fundamentals of management theory and practice. We will examine the modern corporation and its historic development, and its role in our modern society. The course is organized around the principal management processes – planning, organizing, leading, controlling – and the ethical implications of management practice.

COURSE OBJECTIVES

Upon completion of this course, students will be able to:

1. Understand the management task within an organizational setting, including knowledge of the basic functions of management, the theories and principles of management, and contemporary issues in management.
2. Develop an appreciation for the complexities of modern organizational life and the role of the professional within an organization.
3. Understand the current job market and prepare for their own careers.
4. Improve their team and discussion skills.

COURSE REQUIREMENTS

1. CLASS ATTENDANCE AND PARTICIPATION (20% of course grade)

Students are expected to come to class **ON TIME**, fully prepared to discuss all the assigned readings. I will periodically call on students randomly to discuss issues raised in the readings or help frame discussion. Class participation grades will be allocated on the basis of both the quality and quantity of contribution. If you have to miss a class, please **notify the instructor ahead of class** by email or telephone. Failure to do so will result in an “absent” for the class.

2. WEEKLY ASSIGNMENTS (30% of course grade)

Every week, students will complete a quiz on Blackboard covering the material of the **week ahead**. The quiz will be available each week after the Wednesday class until midnight of Sunday before the Monday class. Each quiz can be taken only once and is timed; i.e. after you start a quiz, you will have to finish it within 30 minutes.

Attention: Make sure that you have access to the Blackboard space of this class **before the first quiz is due**. It is your own responsibility to set up an account for the CUNY portal, as well as to check your official school e-mail address. The website is <https://blackboard-doorway.cuny.edu/>.

3. MIDTERM EXAMINATION (25% of course grade)

The midterm examination will be held on Wednesday, March 16. The examination will be closed-book, and it will contain both multiple choice and essay questions on the material covered until that date.

4. FINAL EXAMINATION (25% of course grade)

The final examination will be held on the last day of classes (Wednesday, May 18). The examination will be closed-book, and it will contain both multiple choice and essay questions on the material covered after the midterm until the date of the final.

READINGS

The following books are being used in this course. We will be reading a substantial portion of each book, but you will be provided with photocopies of the material we will be reading from the recommended text. The required text is available for purchase at the university bookstore; in addition, both books are on reserve in the Cohen Library. Older editions of the texts are acceptable.

Required text

Stephen P. Robbins and David A. DeCenzo, *Fundamentals of Management*. (Prentice Hall, 5th ed., 2005)

Recommended text

Jay M. Shafritz, J. Steven Ott, and Yong Suk Jang, *Classics of Organization Theory*. (Wadsworth, 6th ed., 2004)

Except where otherwise noted, all other readings are available either online or will be distributed in class. In addition, you will find reading materials, links to online resources and other course information on Blackboard (<https://blackboard-doorway.cuny.edu/>).

PART 1: INTRODUCTION

Week 1

Monday, January 31, 2005

Introduction to the course

Wednesday, February 2, 2005

Managers and management

- Stephen Robbins & David DeCenzo, *Fundamentals of Management* [FOM], chapter 1

Week 2

Monday, February 7, 2005

The history of management

- FOM, history module

Wednesday, February 9, 2005

Classic organization theory

- Adam Smith, *Of the Division of Labour*, in: Shafritz, Ott & Jang, *Classics of Organization Theory* [COT], pp. 37-41
- Henri Fayol, *General Principles of Management*, in: COT, pp. 48-60
- Frederick Winslow Taylor, *The Principles of Scientific Management*, in: COT, pp. 61-72

Week 3

Monday, February 14, 2005

The management environment

- FOM, chapter 2

Wednesday, February 16, 2005

- FOM, chapter 2

PART 2: PLANNING

Week 4

President's Day: No Class Monday, February 21, 2005

Wednesday, February 23, 2005

Foundations of planning

- FOM, chapter 3

Week 5

Monday, February 28, 2005

Foundations of decision making

- FOM, chapter 4

Wednesday, March 2, 2005

Quantitative decision-making aids

- FOM, quantitative module

PART 3: ORGANIZING

Week 6

Monday, March 7, 2005

Basic organization designs

- FOM, chapter 5

Wednesday, March 9, 2005

Structural organization theory

- Max Weber, *Bureaucracy*, in: COT, pp. 73-78
- Tom Burns and G. M. Stalker, *Mechanistic and Organic Systems*, in: COT, pp. 198-202
- Peter M. Blau and W. Richard Scott, *The Concept of Formal Organization*, in: COT, pp. 203-207

Week 7

Monday, March 14, 2005

Staffing and human resource management

- FOM, chapter 6

Wednesday, March 16, 2005

Midterm Examination

Week 8

Monday, March 21, 2005

Building your career

- FOM, career module

Wednesday, March 23, 2005

Managing change, stress, and innovation

- FOM, chapter 7

PART 4: LEADING

Week 9

No Class Monday, March 28, 2005

Wednesday, March 30, 2005

Foundations of individual and group behavior

- FOM, chapter 8

Week 10

Monday, April 4, 2005

- FOM, chapter 8
- Irving L. Janis, *Groupthink: The Desperate Drive for Consensus at Any Cost*, in: COT, pp. 185-192

Wednesday, April 6, 2005

Understanding work teams

- FOM, chapter 9

Week 11

Monday, April 11, 2005

Motivating and rewarding employees

- FOM, chapter 10

Wednesday, April 13, 2005

- Abraham H. Maslow, *A Theory of Human Motivation*, in: COT, pp. 167-178
- Douglas Murray McGregor, *The Human Side of Enterprise*, in: COT, pp. 179-184

Week 12

Monday, April 18, 2005

Leadership and trust

- FOM, chapter 11

Wednesday, April 20, 2005

Communication and interpersonal skills

- FOM, chapter 12

Week 13

*Spring Break: No Classes
Enjoy your break!*

PART 5: CONTROLLING

Week 14

Monday, May 2, 2005

Foundations of control

- FOM, chapter 13

Wednesday, May 4, 2005

- FOM, chapter 13

Week 15

Monday, May 9, 2005

Operations management

- FOM, chapter 14

Wednesday, May 11, 2005

- FOM, chapter 14

Week 16

Monday, May 16, 2005

Review

Wednesday, May 18, 2005

Final Examination