



Arcadia University Center for Italian Studies

ROMA MGMT 353

Principles of Organizational Theory, Behavior and Management

(based on the course taught at the Kogod School of Business, American University)

3 Credits

Pre-requisites

Satisfactory completion of at least one undergraduate semester course in business and economics or permission of the instructor

Course Description

This course focuses upon the individual's personal and professional life. Laying a firm foundation for individual growth is fundamental to leading others in the international business environment.

In the first part of the course, participants will learn principles from the main organizational theories, understanding how the approach to organizations has been changing during the last century. In this part the students will also understand how much culture affects the way in which organization and leadership work, with particular reference to the Italian case.

In the second part of the course the students will use the more recent theoretical approaches discovering the tools needed to both leading a successful personal and professional life, and being a leader in relation to other people. Participants will identify important bases for decisions to be made in their personal and professional lives and they will understand how to set direction and align the people and resources behind the direction.

The students will be able to take away a personal assessment of their teaming strengths and challenges, a new motivation, and a plan to apply the skills necessary for effectively launching, recharging and leading a performance-based, global team.

Because of the interdisciplinary nature of the field, a variety of educational methods will be employed, including lectures, group discussions, team-works, role plays, experiential exercises, audio-visual presentations, movies, case studies, and written projects. The session is interactive at multiple levels: participant to participant, group to group, participant/group to facilitator. There is also individual reflection time.

Learning outcomes

To this end, the following areas will be addressed:

Theories of organization behavior: discovering the way in which the human thought has been approaching to the problem of managing and to the problem of being part of an organization. Starting from the classical theories of Marx, Durkheim and Weber, we will go through the scientific approach of the beginning of the last century until the most modern contingency approach based on intuition and specific situation

Self-leadership: identifying and setting personal direction, assessing one's internal and external strengths, weaknesses, opportunities and threats, and charting a course for achieving one's personal and professional dreams and objectives.

Understanding and overcoming resistance to change: highlighting that resistance to change does not happen all the time, showing that employees are not the only ones who resist change and that change can happen at all hierarchical levels, emphasizing that resistance to change can be active or passive, identifying the main factors of change resistance, dealing with the main strategies to contain and reduce resistance to change.

Italian organization culture: discovering the Italian model of organization essentially based on "family", between mafias, big familiar companies and industrial districts

Special Conditions

A classroom with PC, DVD player and projector

Policies

The course follows Arcadia University's policies on attendance and plagiarism (see Student Handbook and Academic Contract)

Requires Readings

Main book: Organizational Behavior, 12th or 13th edition, Hellriegel & Slocum. ISBN 9781439042250

Students will receive selected articles and chapters from the following:

Modern organizations: the development of the thought in the modern History

- McKinlay, A. (Ed.), 2000, *Facoult, management and organization theory*, SAGE publications
- Mullins, L. 2007, *Management and organizational bahavoiur*, Financial Times Prentice Hall

Broadening pespective and developing creative apporaches. Case Studies from the US context

- Gareth Morgan, 1989, *Creative organization theory: a resourcebook*, SAGE publications

Leadership

- Goleman, D, 2002, *Learning to lead with emotional intelligence*, Harvard Business Scholl Press

Tests and Papers

- **Mid-Term Exam and Final Exam:** these exercises will test students' ability to analyze material and theories presented during the course through short answers and essay questions. Each exam will ask you to demonstrate the breadth and depth of your understanding of the materials covered in class, text and readings. There will be not only multi-choice answers, but also written elaboration of a particular problem, using also a SWOT analysis model.
- **Demonstrating Projects:** 30% of the final grade will be based on a "demonstration project " which requires finding a written or video document portraying organizational life and writing an insightful analysis using tools from the course— i.e., the project involves demonstrating that you can use the tools of the course to generate insight into a novel problem. The document you analyze can come from *unassigned* readings in your text-book, current articles (Wall Street Journal, Business Week, Fortune or Harvard Business Review are likely sources, avoid legal issues), books (fiction or nonfiction), movies available on tape or DVD, or current comics.

Grading Criteria

- 30% Mid-Term exam
- 30% Final Exam
- 30% Demonstrating Project
- 10% Participation

Guest speakers. Two guest speakers, managers and experts in specific topics, will be invited.

Participation

Your classroom participation will be evaluated. Those whose classroom participation is perceived to be superior may receive a bonus toward the semester grade. The QUALITY (not QUANTITY) of your participation is important. The instructor will evaluate your comments for relevance, insight, clarity, logic and original thinking.

Please note: attendance and punctuality

Attendance is mandatory and travel does not constitute an excused absence from class, nor do visits from family and friends. As per academic policy, , a maximum of three hours' absence (not 3 lessons) is allowed. Thereafter, additional absences will be excused only on proven medical grounds; otherwise, they will result in a lower final grade. Specifically, each additional, unexcused absence will lower a student's grade by one notch: e.g., with four absences an A- will be lowered to B+, with five absences a B, and with six absences a B-. More than 8 absences will result in an automatic failure of the course.

We also demand punctuality.

Course outline

1. Week 1

- Presentation and demonstrating projects
 - Organizational theories in the history: theories and practice
2. Week 2
- Economic development, cultural differences and business ethics/social responsibility in International business
 - ✓ Cases:
 - Mc Donald Happy Meal
 - Fiat
 - Starbucks
 - 02/16 - Scientific management and bureaucracy
 - ✓The case of Italian reform of public administration
3. Week 3
- *Guest speaker: ZAZA' - ice cream factory*
 - The Italian economy: small and medium enterprises
 - Field study to Prato – Bologna: *The fashion district*
4. Week 4
- New approaches: the human relations, the systems and the contingency approaches
 - The contingency approach and the SWOT analysis
 - Field study to Naples: *Small business and international competition*
5. Week 5
- The individuals in the organization
 - ✓ *Harvard Business Review Case: Matt Leeds*
 - ✓ Perception and personality
 - *Guest speaker: Mylius– Sailing boat maker (TBC)*
6. Week 6
- **Midterms Exam**
 - Achieving motivation in the work place
 - ✓FIAT case
7. Week 7
- *Guest Speaker: Does everyone resist change? Who resists change? How do people resist change? How can managers overcome resistance to change?*
 - *Movie: Any given Sunday*
8. Week 8
- Discussion on the movie and on the guest speaker
 - Leadership theories. Defining Self Leadership. Identifying and defining values
9. Week 9
- Emotional intelligence, creative organization theory and learning organization
 - Managing conflict and negotiating effectively
 - ✓*Harvard Business Review Case: Culture Clash in the Boardroom*
10. Week 10
- Team Behaviors, teambuilding process and moving teams toward optimal performance
 - ✓Brainstorm and debriefing
 - Out-campus Activity (to be confirmed according with the weather)
11. Week 11
- Role Playing - Stages of team development
 - Making Managerial Decisions
12. Week 12
- Designing Organizations

13. Week 13

- Summary of the lesson's main points
- **Final Exam**

14. Week 14

- Student In-Class Presentations of Demonstrating Projects
- Student In-Class Presentations of Demonstrating Projects