

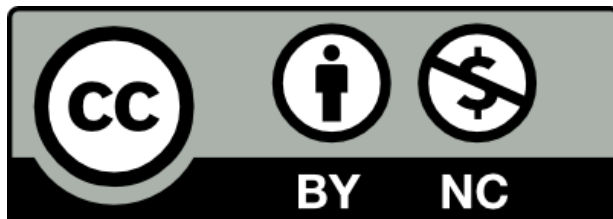


Business Management

BUS 200 Spring 2022

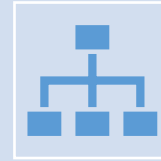
Business Organizations and Management

Sessions 3 & 4

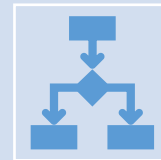


Sessions 3 & 4 Agenda

- Review of Last Session
- Management Theory Timeline
- Organizations and Leadership
- Session 5 Outlook



Management Theory



Student Survey

The Symbolism of The ICEBERG

What you see

What you don't see



SUCCESS

What people see



What people don't see



What is Your Vision of A Leader?

Major Contributors to Management Theory

- Heraclitus **T1**
- Niccolò Machiavelli **T2**
- Frederick Taylor **T3**
- Henry Fayol **T4**
- Max Weber **T5**
- Mary Parker Follett **T6**
- Alfred Sloane **T7**
- Elton Mayo **T8**
- Luther Gulick **T9**
- Abraham Maslow **T10**
- W. Edward Deming **T11**
- Peter Drucker **T12**
- Chris Argris **T13**
- Douglas McGregor **XC**
- Henry Mintzberg **XC**
- Daniel Goleman **XC**
- **ANY OTHERS ? XC**

FOUR ORGANIZATIONAL FRAMES

- **STRUCTURE** Roles, Goals, Policies, Alignment
- **PEOPLE** Needs, Skills, Relationships
- **POLITICAL** Power, Conflict, Competition, Politics
- **SYMBOLIC** Culture, Rituals, Heroes, Stories



THE 5 PRACTICES & 10 COMMITMENTS



MODEL THE WAY

1. Find your voice by clarifying your personal values.
2. Set the example by aligning actions with shared values.



INSPIRE A SHARED VISION

3. Envision the future by imagining exciting and ennobling possibilities.
4. Enlist others in common vision by appealing to shared aspirations.



CHALLENGE THE PROCESS

5. Search for opportunities by seeking innovative ways to change, grow, and improve.
6. Experiment and take risks by constantly generating small wins and learning from mistakes.



ENABLE OTHERS TO ACT

7. Foster collaboration by promoting cooperative goals and building trust.
8. Strengthen others by sharing power and discretion

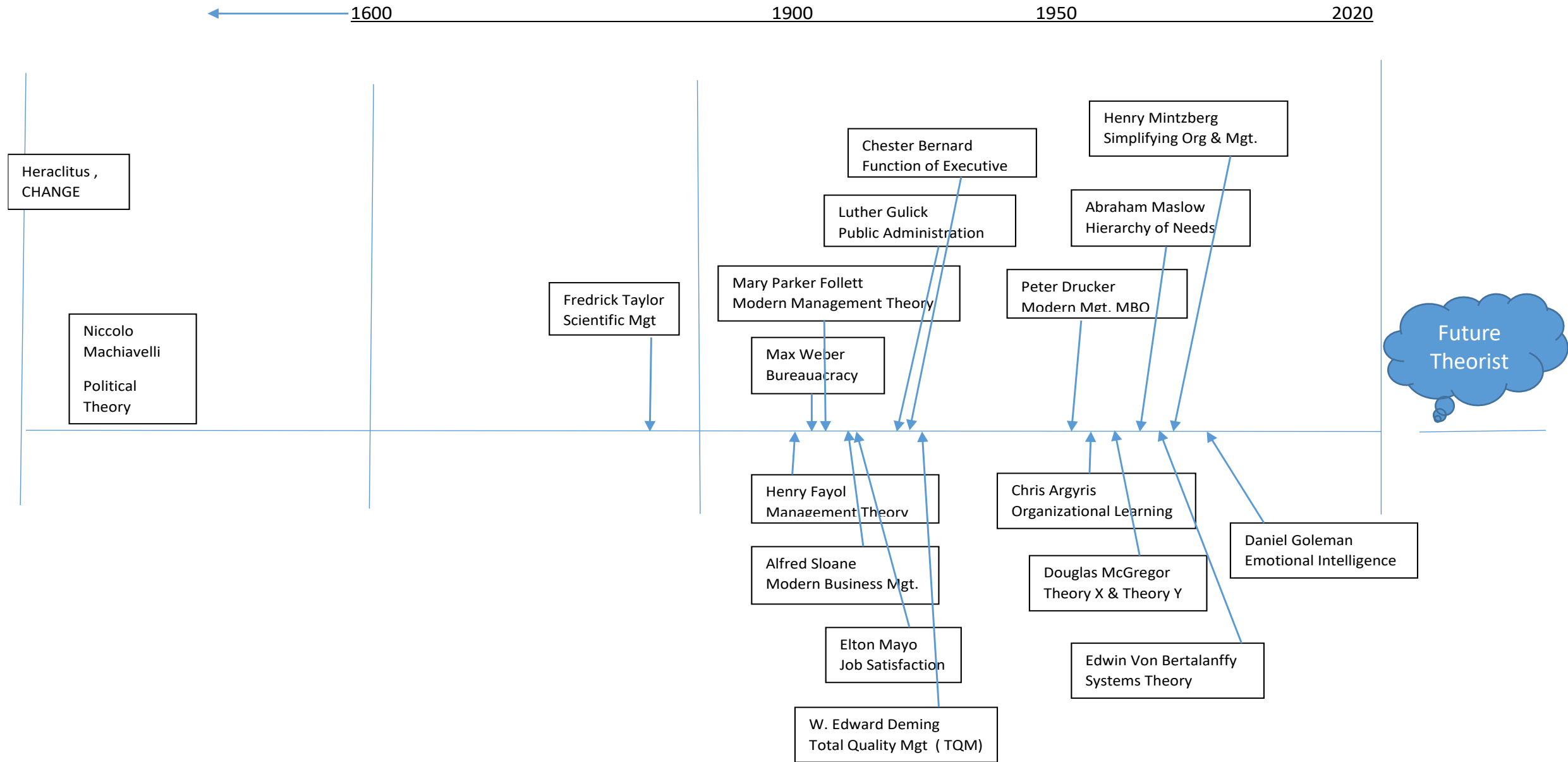


ENCOURAGE THE HEART

9. Recognise contributions by showing appreciation for individual excellence.
10. Celebrate the values and victories by creating a spirit of community.

GREAT LEADERS

Major Contributors to Management Theory





WHAT IS AN ORGANIZATION?

DEFINE THE ORGANIZATION

What is an Organization?

There are many types of organizations

Non-Governmental Organizations
International Organizations
Not-for-Profit Organizations
Secret Societies
Schools
Governments
Charities
Corporations
Resistance Movements
Criminal Organizations
Armed Forces
Voluntary Associations
Political Organizations

An organized group of people who have a common goal and work together

Reframing The Organization.....

WHY REFRAME THE ORGANIZATION?

Some Reasons WHY We Need To RETHINK Organizations

How managers think:

Limited view of the organization.

Choose rational/structural solutions.

Value certainty – rationality.

One “right” answer.

A CASE FOR REFRAMING ORGANIZATIONS

[Enron - The Biggest Fraud in History](#)

Question: What does this video tell us about organizations; how we define them and why we need to think about reframing them?

Discussion Question #1

Discussion Question #1

In your own words, define organizational structure as presented by Bolman & Deal and give an example of an organizational structure situation you found in the Wall Street Journal, cite your example.



STRUCTURAL FRAME

Define a Structural Frame

Organization Structure

- Two features ---- dividing work and coordinating work

Types of Structures and Situational Factors

Amazon v. 911 Rescue Operation

Structural Change

- Amazon – McDonalds – Harvard – Zappos (how do their structures differ and why?)
- Mintzberg's Elements
- Restructure – structural dilemmas

Teams and Groups and Structure

- What makes a successful team?
- Six Teams that changed the world???

Analyzing a Case Study for Discussion Board

Read the Case Twice – first without any questions in mind and second with the analysis questions in mind.

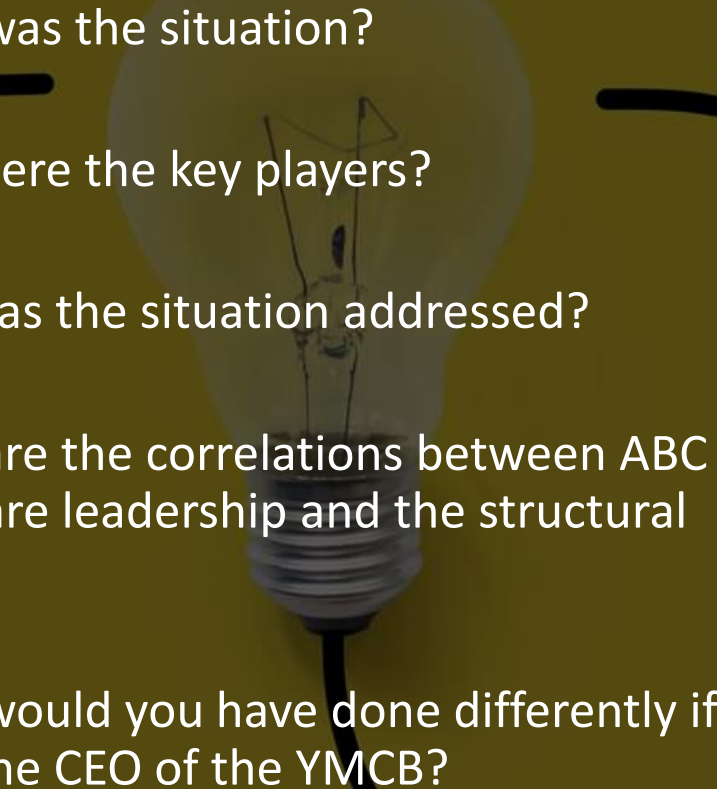
Describe the situation in your own words and the key players.

Through which organization frame do you view this problem/crisis and why?

How would you; using the organizational frame identified solve this problem?

Comment on 3 other students' posts

ABC Childcare Center: CASE IN POINT

- 
1. What was the situation?
 2. Who were the key players?
 3. How was the situation addressed?
 4. What are the correlations between ABC Childcare leadership and the structural frame?
 5. What would you have done differently if you were the CEO of the YMCA?

Session 5
03/09/22

Introduction to the Evolution of Management Theory

- Read Bolman & Deal pgs. 43- 112
- Read today's Wall Street Journal
- Complete Case Analysis #1 (posted on BB) and Post to BB Forum and comment on at least 3 other students' posts
- Answer Discussion question #1
- Complete and Submit on BB Student Survey