



GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION

Course: GMBA 601: Managing Organizations

Date: 6th – 24th August 2007

Instructors:

Dr David Zoogah, Assistant Professor of Management and Business Admin

Dr Richard Hayes, Assistant Professor, Management, Entrepreneurship and General Business

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COURSE DESCRIPTION

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Business organizations of all types face myriad management problems that pose significant challenges to them. Examples include the difficulty of designing organizations capable of coping with highly dynamic business environments, the challenge strategies and structures for hypercompetitive conditions, the greater complexity of managing global enterprises, the difficult task of shaping a corporate culture, managing politics and conflicts between individuals and organizational units, motivating employees who are more mobile than ever, designing attractive incentive systems, dealing with an increasingly diverse and global workforce, and so on. Such challenges and how managers deal with them are the subject of this course. In short, the central intellectual question of this course is: ***How can you manage organizational systems (e.g., structural, human, technological) to achieve effectiveness***

This course has three major components. **The first is “macro” in nature.** It focuses on understanding the relationship between organizations and their environments. In the process we will learn about the “hardware” or organizations: strategy, structure, and designs. Issues we will explore include:

- What are the demands that organizations face in seeking to grow and thrive?
- How does an organization determine what its strategy is?
- What happens to the strategy when the environment changes (i.e., due to changes in technology, governmental regulations, or customer tastes)?
- What are the essential elements to structure available to a manager? How does a manager use these elements to manage environmental complexity and dynamism, and implement its chosen strategy? How does a manager use these elements to coordinate actions and transfer knowledge across organizational members over time?

In the second component, we will learn about the “software” organizations—culture, control systems, power and politics. Some issues we will explore include:

- How do you identify an organization's culture, and how does it affect members' goals and actions, and ability to coordinate effectively?
- How do the environment, strategy, structure and culture of an organization affect how power is distributed across groups? What types of inter-group conflict does this produce? How do these dynamics, in turn, affect the culture that emerges?
- How can individuals and groups increase their power?
- What are some strategies for coping with resistance and conflicts in organizations?

The third component is more “micro” in nature. It focuses on sharpening certain competences that managers rely on every day. To do this we will review frameworks on how to manage a work-group, design a task-force, facilitate group decision-making, motivate performance, handle conflict effectively, and negotiate successfully. Our premise here is that day-to-day business success requires being able to understand and manage complex social interactions with diverse and differently motivated groups of people.

This course will introduce you to some of the central theories and frameworks in management theory and will help you to understand how to apply those theories and frameworks to analyze and address real managerial problems. It will also provide you with a better basis for understanding and evaluating organizations and their management practices.

In addition to providing you with theories and frameworks, a second objective of this course is to teach you skills in applying those skills and frameworks to analyze management problems and develop appropriate solutions. You can only develop those through practice. Therefore, it is essential that you have considerable opportunity to work actual management problems. In order to do this we will rely heavily on case analyses. Cases will provide the material to practice analyzing and addressing management challenges. There will also be class exercises that require preparation. You are expected to carefully analyze all cases, prepare all exercises, and participate in class case discussions; because practice is the only way you can develop skills. The more practice you have, and the more feedback you will receive, the more accomplished you will become.

COURSE OBJECTIVES

- To explain the meaning and nature of organizational behaviour and provide an introduction to a behavioural approach to management,
- To recognize the importance of management as an integrating activity,
- To identify, discuss and experience methods and techniques that can help managers guide employee behavior toward the attainment of organizational goals,
- To identify, acknowledge and evaluate assumptions, attitudes and beliefs regarding the behavior of individuals and use this insight to increase your effectiveness as managers and leaders,
- To explore the impact of societal culture on fundamental organizational processes.

I will use a variety of methods, including lecture, case studies, discussion and experiential exercises, during the class. My role is to ensure that you understand the fundamental concepts and then to move on to facilitate critical thinking, integration and application of the concepts. I will play “devil’s advocate” on occasion in order to challenge you to analyze your own assumptions and arguments and to stimulate a consideration of new ideas. Your role is to come prepared for each session, having read and reflected on the reading materials; to be thoughtful and enthusiastic in contributing to our

discussions, and to offer examples from your work context that would challenge us, as a group, to critically examine the theories and frameworks presented. My hope is that we will work together to create a stimulating and challenging learning environment.

COURSE ASSESSMENT

Case Analysis (Individual) (30%) There will be three cases (1 each weak) to be analyzed. Each case has questions at the end. You are to respond to those questions. Your response should not be more than 5 pages long, double spaced, 12-font Times New Roman.

Exercises (In-Class) (10%) There will be in-class exercises designed to stimulate and illustrate some of the concepts discussed. Participation in the activities is essential.

Assignments (Individual) (10%) These are individual activities that are designed to assess higher learning (e.g., evaluation and synthesis).

Essay (Team) (10%) These are team mini-papers that are designed to assess higher team learning (e.g., complexification). You will write in class 1 page essay on the topic(s) discussed that day in class.

Project (Group) (30%). In teams, you will write a paper on corporate partnerships and alliances in Ghana. Suggested focus areas include:

- 1) Approaches used in partnership and alliance formation in Ghana
- 2) Processes in partnership and alliance formation in Ghana
- 3) Management of partnerships and alliances in Ghana
- 4) Personnel (personality characteristics, affective processes, and behaviors) of individuals working in partnerships and alliances in Ghana.
- 5) Partnership and alliance effectiveness in Ghana.

You may select one of the above. Based on your selection, you have to generate interview protocols (5 questions) and use them to interview managers and executives (e.g., 5) in the organizations. Your questions must focus on your selected topic and will be approved first by me, the instructor. The purpose is to ensure that your protocols will help you answer the question. Arrange for interviews to last no less than 20 minutes and no more than 1 hour. You could assign each team member to interview one or two managers or executives. The more managers and executives you can interview from diverse industries the better.

Your interviews will have to be transcribed (manually or electronically), and emailed as an attachment to Dr. Zoogah at zoogah@gmail.com. That is why you should keep the interviews short.

In writing your paper, please provide a brief background to these forms of organization in Ghana. Then show what problem(s) they are used to solve. Next, outline your objective for the paper (i.e., what you want to understand by interviewing them), and the question you wanted to answer. Then, show the method you used to answer the question. You should show if your question was answered by illustrating with comments from the interviews. For example, if you wanted to find out the personality of the managers and executives who work in alliances, you may ask what adjectives they use to describe themselves and whether they would enjoy working in non-alliance environments. Based on

the responses, you can illustrate the personality of the managers. Conclude with implications for alliance or partnership management in Ghana.

The paper should be approximately 15-20 pages, double-spaced, 12 point font, with 1 ¼ inch side and 1 inch top/bottom margins. Clarity, however, is far more important than length. Use appropriate headings to organize the paper. Include a list of references using APA format. Each group will submit a short outline of the paper so that I can give you feedback before the session ends. Also, I'd be happy to talk with you informally at any time.

Keys to a Successful Paper

- Demonstration of your mastery of key concepts and theories. Good papers integrate concepts in a way that demonstrates both your understanding and ease in applying them. Make sure you've used the theoretical frameworks fully in your analysis of the problem and that your solutions follow logically from the analysis.
- Building a persuasive argument. Though you'll need to reference the work of theorists and researchers, I am also interested in your unique perspective as it relates to this case. Back up your opinions with solid evidence (that's where you'll use the conceptual framework to shape your analysis), but then add your insight and thinking in order to build a persuasive argument. Be clear about how your view agrees with and/or differs from that of the literature. Make sure that your viewpoints are internally consistent, and present them in a detailed, but concise, way.
- Personal interest in the subject matter. Please select a topic that your group finds interesting. You'll gain more from this assignment if you focus on aspects of behavior that you find particularly intriguing.
- Organization and clarity. Use headings, as needed, in order to guide the reader through the paper. Be concise and precise in your writing. Remember that each person has his/her own writing style. However, this is a group project; the final product should read as if it were written by one person. You'll need to allow time to review the paper, edit and adjust, as necessary, in order to make it seamless. Don't forget to copy edit!

Your group project will serve as a part of your grade and is due **FOUR WEEKS** after the last class. The paper must be submitted electronically to the Dean of Business School's office. Your submission will be logged as proof that you have submitted it. The Dean's office will in turn submit it to me.

Quizzes (unannounced) (10%). There will be 4 unannounced quizzes, 3 of which will be used to compute your grade. The quizzes will comprise 10 multiple choice questions.

GRADING SYSTEM

| Grade | Numerical Mark % | Interpretation | Grade Point |
|--------------|-------------------------|-----------------------|--------------------|
| A | 70 - 100 | Excellent | 4.00 |
| B | 60 - 69 | Good | 3.00 |
| C | 50 - 59 | Average | 2.00 |
| D | 40 - 49 | Pass | 1.00 |
| E | 0 - 40 | Fail | 0.00 |

Text: “*Management and Organizational Behaviour*” - 7th Ed. By Laurie I. Mullins, and published by Prentice Hall. You may also use the 6th and 7th editions. However, ensure that chapters correspond. See below.

Attendance: All students are expected to attend each class session with their textbooks.

Course: Managing Organizations (Schedule)

| Week | Days | Time | Topic | Chapter | Case Due |
|-------------|--|---------------|--|----------------|-----------------|
| 1 | Monday, 6/08/2007 | 9:30 – 10:30 | Introduction | | 0 (In-class) |
| | | 10:45 – 12:45 | The Nature of Organisational Behaviour Approaches to Organisational Behaviour | 2 3 | |
| | Tuesday, 7/08/2007 | 14:45 – 16:45 | The Nature of Organisations | 4 | |
| | | 17:00 – 19:00 | Organisational Goals, Strategy and Responsibilities | 5 | |
| | Friday, 10/08/2007 | 14:45 – 16:45 | The Nature of Management Managerial Behaviour and Effectiveness | 6 7 | 1 |
| | | 17:00 – 19:00 | The Nature of Leadership | 8 | |
| | Saturday, 11/08/2007 | 08:30 – 10:30 | Individual Differences | 9 | |
| | | 10:45 – 12:45 | The Nature of Learning The Process of Perception | 10 11 | |
| 2 | <u>Monday,</u> 13/08/2007 | 14:45 – 16:45 | Work Motivation and Rewards | 12 | |
| | | 17:00 – 19:00 | Groups and Teamwork | 13 14 | |
| | <u>Wednesda</u> <u>y,</u> 15/08/2007 | 08:30 – 10:30 | Organisation Structure and Design | 15 | 2 |
| | | 10:45 – 12:45 | Patterns of Structure and Work Organisation | 16 | |
| | Thursday, 16/08/2007 | 14:45 – 16:45 | Technology and Organisations | 17 | |
| | | 17:00 – 19:00 | Job Satisfaction and Work Performance | 18 | |
| 3 | <u>Tuesday,</u> 21/08/2007 | 08:30 – 10:30 | Human Resource Management/Labor Relations | 19 | 3 |
| | | 10:45 – 12:45 | Resourcing the Organisation | 20 | |
| | <u>Wednesda</u> <u>y,</u> 22/08/2007 | 14:45 – 16:45 | Organisational Control and Power | 21 | |
| | | 17:00 – 19:00 | Organisational Development (Culture, Conflict and Change) | 22 | |
| | <u>Friday,</u> 24/08/2007 | 08:30 – 10:30 | 23 – Management Development and Organisational Effectiveness | 23 | |

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|--|----------|---------------|---------------------|--|--|
| | <u>7</u> | 10:45 – 12:45 | Group Presentations | | |
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