



**SCHOOL OF BUSINESS AND MANAGEMENT
DEPARTMENT OF BUSINESS ADMINISTRATION**

Summer, 2007

Course	Code	BUAD 521.185: Administrative Theory and Organizational Behavior.								
	Time	6 – 9:50pm								
	Day	Monday and Wednesday								
	Date	May 23 – June 30, 2007								
	Room	MM 517/410								
Instructor		Dr David Zoogah								
Office	Room	627								
	Hours	MW 4-5:30pm; By appointment								
	Phone	443-885-1691 (O); 443-402-0562 (H)								
	Email	dzogah@jewel.morgan.edu								
Course	Description	This course covers the administrative theories from an interdisciplinary approach with special emphasis on issues in design and implementation.								
	Objectives	<ol style="list-style-type: none"> 1. Provide students with management theoretical perspectives. 2. Provide students with organizational behavior theoretical perspectives. 3. Provide students with practical knowledge of organizational, group, and individual processes. 								
Learning	Outcomes	<p>Upon completion of the course, students are expected to be able to do the following:</p> <ol style="list-style-type: none"> 1. Define management and functions of the manager. 2. Define organizational behavior and its impact on organization performance. 3. Discuss cultural and workforce diversity. 								
	Measurement	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Case Summaries (4)</td> <td style="text-align: right;">(50%)</td> </tr> <tr> <td>Project</td> <td style="text-align: right;">(40%)</td> </tr> <tr> <td>Communication</td> <td style="text-align: right;">(10%)</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">(100%)</td> </tr> </table>	Case Summaries (4)	(50%)	Project	(40%)	Communication	(10%)	TOTAL	(100%)
Case Summaries (4)	(50%)									
Project	(40%)									
Communication	(10%)									
TOTAL	(100%)									
Text	Required	Hitt, Miller, and Colella (2006). Organizational Behavior: A Strategic Approach, Wiley and Sons (Hoboken, NJ).								
Attendance	Class	All students are expected to attend each class session with their textbooks. You are allowed 2 absences. Each absence beyond the allowed number results in a grade reduction for your final grade. All exams must be taken during the time of the scheduled exam. NO MAKE-UP except in case of emergency with documentation.								

Wk	Date	Day	Ch.	Topic Description	Comment	EVALUATION OF LEARNING OUTCOMES
1	23-May	Wed	1	Strategic Approach		
			2	Organizational Diversity		
			3	Organizational Behavior in a Global Context		
2	28-May	Mon	4	Learning and Perception,	SPEND TIME ON PROJECT (See Description below)	
	30-May	Wed	5	Personality, Attitudes and Values	SPEND TIME ON PROJECT (See Description below)	CASE 1(P.112) Summary Due
3	4-Jun	Mon	6	Work Motivation		
	6-Jun	Wed	7	Workplace Stress	SPEND TIME ON PROJECT	
4	11-Jun	Mon	8	Leadership		
	13-Jun	Wed	9	Communication		CASE 2 (p. 270) SUMMARY DUE
			10	Decision Making		
5	18-Jun	Mon	11	Groups and Teams		
	20-Jun	Wed	12	Conflict, Power, and Politics		CASE 3 (P. 469) SUMMARY
6	25-Jun	Mon	13	Organizational Structure		
	27-Jun	Wed	14	Organizational Change & Devt		
	29/6/2007				Project Due	CASE 4 (P. 560) SUMMARY

PROJECT
Summer 2007

YOU HAVE 5 WEEKS TO SUBMIT **THIS PROJECT**. TOTAL POINTS = 200 POINTS.
INSTRUCTIONS FOR EACH ARE GIVEN BELOW.

Instructions:

Organizational forms are changing from hierarchies to partnerships or strategic alliances. Alliances are cooperative agreements between two or more organizations to work towards mutual goals.

First, they could be simple such as buyer-supplier relations between automobile manufacturers and components makers (e.g. Toyota and Delphi) or complex such as establishment of a joint venture.

Second, the companies in the alliance could be domestic (all located in one country) or international (located in different countries).

Third, the alliance could be owned by a single parent or multiple parents.

Provided below is a list of different **types of strategic alliances**.

- Joint ventures
- Licensing and marketing agreements
- Buyer/supplier partnerships
- Mutual research or services collaboration.

(NB: This list is not complete)

Research shows that Strategic Alliances and Partnerships are increasing which means several employees are being assigned to manage them. The individuals who manage alliances are called Alliance Managers and directors. The categories are:

1. Strategic alliance managers
2. Director of Strategic alliance.

As Managerial Behavior students, we need to examine the trend. Particularly, we are interested in **behaviors** that are exhibited in these relationships. We are also interested in the **competencies** required to manage them. Finally, we need to know what **training** one needs to serve as an effective alliance manager.

FIND:

10 Job ads (5 for Alliance Director, 5 for Alliance manager) and 10 Job ads (5 for Director, 5 for Manager)

List behaviors in the ad

List competencies (skills, knowledge, and attitudes) in ad.

List training (individual and team) in ads.

Summarize the elements of the job descriptions in an excel sheet (Tab 1 = Behaviors, Tab 2 = Competencies, Tab 3 = Training) for alliance managers and directors and ordinary managers and directors.

Task Assignment

#	Name	Alliance type	Example	# of Ads	Categories
1	Anis Daoud, Eman A.	Joint Ventures	GE - Snecma	10	5 Alliance Director; 5 Alliance Manager
2	Cooper, Peter S.	Joint Ventures	GE - Snecma	10	5 Alliance Director; 5 Alliance Manager
3	Garrett, Keyonna L.	Marketing alliances		10	5 Alliance Director; 5 Alliance Manager
4	George, Annette A.	IT alliances			
5	Green, Charisse	Pharmaceutical alliances		10	5 Alliance Director; 5 Alliance Manager
6	Jackson, Treonna S.	Pharmaceutical Alliances		10	5 Alliance Director; 5 Alliance Manager
7	Kone, Seydou A.	Buyer-supplier agreements			
8	Lucas, Sheila	Licensing agreements		10	5 Alliance Director; 5 Alliance Manager
9	Muse, Manual T.	R&D Alliances		10	5 Alliance Director; 5 Alliance Manager
10	White, Lavergne A.	R&D Alliances		10	5 Alliance Director; 5 Alliance Manager
11	Whyte, Anne-Marie S.	Manufacturing Alliances	Automotive, electronics, etc		
12	Williams, Kasi K.	Manufacturing Alliances	Banking, investment, etc	10	5 Alliance Director; 5 Alliance Manager
13	Wilson, Nancy M.	Financial alliances		10	5 Alliance Director; 5 Alliance Manager
14	Wilson, Wayne K.	Airline alliances	Restaurants, consulting, Travel, hotels	10	5 Alliance Director; 5 Alliance Manager
15	Young, Misha R.	Service alliances		10	5 Alliance Director; 5 Alliance Manager

Spectrum	Period
Consortia	1980 - 2006
Alliances	1981 - 2006
Partnerships	1982 - 2006
