

PIEGL Program

Course Title (1/2 Credit, 4/8 sessions)

Leadership and Organization Management

2 credits, 8 sessions

Professors: Shenjiang Mo
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Teaching Assistant: TBC

Pre-requisites:

Null

Course Materials (Readings/textbooks):

Steven L. McShane, & Mary A. Von Glinow, Organizational Behavior, 5th ed.

Course Description

This course is organized around three different perspectives on organizations: the strategic design perspective, the political perspective, and the cultural perspective. Each of them offers a different angle on what an organization is, and each offers different tools for action.

Accordingly, we will probe some of the social and psychological processes that make it likely that managers will fall into unchallenged patterns of action and thought. We will then turn to a more in-depth treatment of the strategic design, and political and cultural perspectives on organization. While leading and managing others always presents challenges, our goal in this course is to use the three perspectives to develop a more complete understanding of these challenges, so as to enable organizational participants to best address these challenges. In order to make the material tangible, we require that students go out into the world and study a real organization as a "live" case study. Thus, a major requirement for this course is a team project study of an organization that is attempting a change initiative.