

Saint Leo University
Graduate Business Studies

DBA 705
A History of Management Thought

Course Description:

As an introduction to the Doctor of Business Administration (DBA) in Management program, this course provides the necessary grounding in the historical development of management theory and practice required for doctoral-level research. Students relate former management theories, ideas, concepts, and practices to current management challenges. The course provides insight into the critical review of scholarly literature that informs the development of new knowledge in the area of organizational management and practice.

Prerequisite:

None

Textbook:

None Required

Learning Outcomes:

The objectives of this course are:

1. Assess management theory for application to contemporary organizational issues.
2. Connect current issues such as business ethics and corporate social responsibility to recurring historical problems.
3. Provide students with a comprehensive analysis of early and modern management theories to generate ideas for future research.
4. Explain the influence of management theories on industry within a global framework.
5. Appraise various management theories through the lens of social responsibility and prescribe alternatives to current unsuccessful practices.
6. Demonstrate higher levels of cognitive skills through analysis, synthesis, and evaluation of scholarly literature in the field of management to identify seminal and foundational works.
7. Utilize lessons learned from the progression of management understanding to present-day management decisions.
8. Exhibit the Saint Leo University core value of **EXCELLENCE** through comprehensively researched and scholarly written assignments.

Core Value:

Excellence: Saint Leo University is an educational enterprise. All of us, individually and collectively, work hard to ensure that our students develop the character, learn the skills, and assimilate the knowledge essential to become morally responsible leaders. The success of our University depends upon a conscientious commitment to our mission, vision, and goals.

Evaluation:

A: Discussion Questions (8 @ 3% each=24%)

B: Critical Thinking Brief (1 @ 10)

C: Integrative, Evaluative, Extension (IEE) Statements (2@15% = 30%)

D: Major Research Paper (30%)

E: Collaborate Contribution (6%)

Discussion Questions: (See *Discussion Guidelines* in the D2L Classroom)

Each module includes a discussion question to spark conversation around a central theme. For each week's discussion thread, you are to address three different areas: module-based content, researching a landmark article, and researching contemporary articles.

Your discussion posts should have three sections (each with a section header):

Module-Based Response:

This is based on the content in each of the online modules that you will be navigating during the week. This portion should be minimally 2-3 paragraphs in length.

Landmark Article Research:

This is where you locate an article on a theory / topic provided in the instructor's discussion post and provide a brief summary. Keep in mind that a landmark article is one that starts a stream of literature...not one that summarizes a stream that was developed in the past.

Every week, you will choose a topic from the list. It is your responsibility to research the topic and locate the landmark article that began the stream of research and provide one more recent (within the last ten years) article based on the same stream of literature. For the more recent papers, you can either choose from: 1) a topic that was covered in DBA 701; or 2) your major research paper topic. In the discussion forums for the week, you will be discussing your findings. This portion should be minimally 2-3 paragraphs in length for each paper.

Contemporary Research:

This is where you locate two articles on a topic of interest to you that should be recent (last five to ten years). Do not summarize these articles. Rather work to integrate the content of these articles with the landmark article you found or the module-based content. This portion should be minimally 2-3 paragraphs in length.

Module 1 will also include an additional topic on theory building in lieu of the contemporary research section.

For each discussion, you are required to post an initial response to the question by Thursday evening at 11:59 pm. In addition, students must post a meaningful/substantial response to a minimum of two classmates by Sunday evening at 11:59 pm.

Critical Thinking Brief (due module 2):

Transitioning to doctoral level writing requires solid critical thinking skills. Three areas are vital for you to develop: making claims, using evidence, and underlying assumptions. Your first paper is a two- to three- page (double-spaced) paper where you will research those concepts and develop an integrated approach that you can use throughout your doctoral studies. More details are found in the DBA 705 Critical Thinking Brief document and rubric located in the Content area of D2L.

Integrative, Evaluative, and Extension (IEE) Statements (Due modules 3, and 5):

Based on your own interest, choose a contemporary management issue. Locate four related peer-reviewed articles.

1. An **integrative statement** of the major themes, similarities, and differences that run through the articles you found for each module. This should synthesize, and not just summarize the summaries. No more than one page per set of readings.
2. An **evaluative statement** of your perception of the state of the literature on the topic. A critical evaluation, not just a summary of the summaries. No more than one page per set of readings.
3. An **extension statement**, outlining future research directions (including theoretical directions) for each module. This should be creative and flow from your extension statement. No more than one page per set of readings. Questions it should address could include:
 - Where does the research need to go?
 - What are unanswered questions that should be addressed?
 - What are the implications for the field?
 - Are there any trends suggested?

More details are found in the DBA 705 IEE Paper Guidelines document and rubric located in the Content area of D2L.

Major Research Paper:

The major research paper will bring together the research that you have conducted in this class. The topic must be submitted during Module 3 for instructor approval and the final paper is due in Module 7.

Major Research Paper Requirements

As a group, you will choose a theory from the course (e.g. scientific

management, authority, social person, etc.), use it to address a contemporary business issue, and analyze it using the lens of social responsibility on the part of an organization. Synthesize suggestions found in the theory into a single set of best practices. Apply this set of best practices to at least three issues faced currently by your organization or by an outside commercial entity. Demonstrate in your writing how the application of such best practices may lead to a more positive outlook for the organization in terms of corporate citizenship. General guidelines for the Major Research Paper include:

- Title Page
- Abstract
- Opening, Body, Conclusion
- Sub-Headers (as necessary to further organize your paper)
- 15-20 pages, double-spaced (excluding title page and abstract)
- Minimum of 12 scholarly references (prefer peer-reviewed journal articles, books, or business periodicals) and 20 in-text citations (note these come from your work in modules 2, 4, and 6)
- Separate *References* section at end of paper
- Format paper, in-text citations, headers, and references using *APA 6th Edition* style.

More details are found in the DBA 705 Major Research Paper Guidelines document and rubric located in the Content area of D2L.

Collaborate Contribution

Actively posting and submitting assignments/discussions on time each week while building a sense of community through the sharing of ideas and constructive feedback with classmates within the classroom and during Collaborate Sessions. The Collaborate sessions serve as a way to participate in a synchronous chat session with classmates and the instructor. The instructor will notify students with the date and time of each Collaborate Session.

When it is time to enter the session, click ‘Collaborate’ in the Start Here menu to access the Collaborate Session. Click the link provided on this page and you will be directed to Collaborate. For specific directions and resources to using Collaborate (both as a Moderator and Participant), please view the following resources at <http://saintleo.it/blog/collaborate/>. If you cannot participate in the session, please contact your instructor. Collaborate Sessions will occur in Modules 1, 3, and 5.

Assessment of Learning Outcomes:

Course Learning Outcome	Assessment Method
1	Major Research Paper (Mods. 1-7)
2	Research landmark articles (Mods 1 – 8)
3	IEE Statements (Mods 3, 5)

4	IEE Statements (Mods 3, 5), Major Research Paper
5	Major Research Paper (Mod. 7)
6	All Papers, Discussions, & Research
7	Major Research Paper (Mods. 1-7)
8	IEE Statements (Mods 4, 6), Major Research Paper

DBA Program Outcomes:

1. Develop research skills and the ability to use critical-thinking skills to analyze and critique both academic and applied research.
2. Identify and synthesize the global implications of research, while critically thinking about the interrelated activities that occur in the functional areas of business such as accounting, economics, finance, marketing, project management, and statistics.
3. Demonstrate excellence in teaching and/or consulting practices with an emphasis on using experiential, active learning, and coaching techniques.
4. Create an original and intellectual contribution to the field of management and/or business in the required dissertation project.
5. Develop and demonstrate a high level of proficiency in written, oral, and group presentation skills.
6. Integrate Saint Leo University's core values and ethical foundations into the dissertation process and in the critical-thinking skills used throughout the program.

Course Schedule:

Module 1

Early Management Thought

Objectives

- At the conclusion of this module, you will be able to:
Explain the practice of management in past civilizations.
- Describe the changing conditions that led to the Industrial Revolution.
- Identify early management practices related to authority, planning, leading, strategy, etc.
- Assess the technological and cultural significance of the industrial revolution.
- Explain what constitutes a theoretical contribution and how to build theory.
- Plan for successful completion of the DBA program.

Assignments

Items to be Completed:	Due No Later Than:
Post Introduction to the class	Thursday 11:59 PM EST/EDT
Read the assigned materials	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Participate Collaborate Session 1	TBD – See Class
Complete Personal Reflection Exercise	Sunday 11:59 PM EST/EDT

Module 2

Early Management Thought (cont'd)

Objectives

At the conclusion of this module, you will be able to:

- Recognize major contributors to the development of management thought.
- Evaluate various methods for managing the factory system.
- Apply early management risks to current issues affecting employee morale/productivity.
- Identify contributing factors to the U.S. Industrial Revolution.
- Describe the swift economic growth of the U.S. following the Civil War.
- Develop an approach to writing that incorporates the use of claims, evidence, and assumptions.

Assignments

Items to be Completed:	Due No Later Than:
Post Introduction to the discussion board	Thursday 11:59 PM EST/EDT
Read the assigned materials	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit Critical Thinking Brief	Sunday 11:59 PM EST/EDT

Module 3 The Scientific Management Era

Objectives At the conclusion of this module,

- ☐ Identify the contributions of Frederick W. Taylor and other major figures to Scientific Management and the concept of efficiency.
- ☐ Recognize limitations of scientific management.
- ☐ Consider the human factor as applied to numerous management approaches with an emphasis on decision making.
- ☐ Seek unanswered questions in human factor research as possible topics for future research.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Participate Collaborate Session 2	TBD – See Class
Email Major Research Paper Topic	Sunday 11:59 PM EST/EDT
Submit IEE Paper #1	Sunday 11:59 PM EST/EDT

Module 4 The Scientific Management Era (cont'd)

Objectives At the conclusion of this module, you will be able to:

- ☐ Consider the implications of process/organizational management theories espoused by Fayol and Weber.
- ☐ Examine the influence of scientific management on general management education on an international level.
- ☐ Assess the environmental factors contributing to scientific management (economic, social, technological, and political).
- ☐ Synthesize tenets of scientific management from a global perspective. ☐ Develop graduate-level research skills leading to a successful dissertation.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Email Classroom Feedback to Instructor	Sunday 11:59 PM EST/EDT

Module 5 The Social Person Era

Objectives

At the conclusion of this module,

- ☐ Describe the Hawthorne Studies and evaluate the various interpretations/misconceptions of the resulting outcomes.
- ☐ Assess the contributions of Follett and Barnard with regard to the evolution of management thought.
- ☐ Identify notable contributors to group dynamics, job design, behavior management, motivation, and leadership.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Participate Collaborate Session 3	TBD – See Class
Submit IEE Paper #2	Sunday 11:59 PM EST/EDT

Module 6 The Social Person Era (cont'd)

Objectives

At the conclusion of this module, you will be able to:

- ☐ Survey influencers of the formal organization as a foundation for management and organization theory.
- ☐ Examine the impact of human relations thinking on academia, industry, and organized labor.
- ☐ Assess the economic, technological, social, and political environment of the Social Person Era.
- ☐ Compare and contrast major Social Person Era experiments.
- ☐ Evaluate aspects of the social person theory in terms of effectiveness/efficiency on a global scale.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT

Module 7 The Modern Era

Objectives

At the conclusion of this module,

- ☐ Explore further developments in management education.
- ☐ Connect earlier organizational behavior/theory to more recent management thought.
- ☐ Apply organizational behavior/theory to current practice.
- ☐ Analyze, synthesize, and apply major management theories to issues faced by a modern organization.

Assignments

Items to be Completed:	Due No Later Than:
No required readings for module 7	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit Major Research Paper	Sunday 11:59 PM EST/EDT

Module 8 The Modern Era (cont'd)

Objectives

At the conclusion of this module, you will be able to:

- ☐ Explain the development of information systems from the scientific method of management.
- ☐ Describe responsibilities/opportunities associated with business ethics, corporate social responsibility, and the globalization of business.
- ☐ Consider lessons learned and future as a DBA student.

Assignments

Items to be Completed:	Due No Later Than:
No required readings for module 8	
Research Landmark and contemporary articles	Thursday 11:59 PM EST/EDT
Post Initial response to Lessons Learned Discussion	Thursday 11:59 PM EST/EDT
Post Initial response to the discussion board	Thursday 11:59 PM EST/EDT
Post Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Complete End-of-Class Evaluation	TBD – See news post in D2L