

# The End of Management

## 3 ECTS

### Lecturer

**Patrick O'Leary, Ph.D.**

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### Selected publications

“Job Satisfaction of Physicians in Russia.” Journal of Health Care Quality Assurance.

“Impact of Mandatory Diversity Training on Collaboration.” Journal of North American Management Society.

„Role of Guanxi in Manager Commitment in China.“ In review at the Journal of Business Research.

### Curriculum Vitae

I've been a visiting professor at the University of Iowa for 7 years and have taught management and leadership courses at a variety of international institutions ranging from Duytan University in Vietnam to the Academy for National Economy in Moscow. Recently, I've spent longer periods at Vilnius University in Lithuania, the University of Kaiserslautern, and the Zagreb School of Economics and Management in Croatia. I consult with a variety of companies on change management.

I've also led a variety of graduate study tours to over a dozen countries to study management practices. These range from the UK and Italy to China and Singapore.

### Research specializations

My research interests are in cross-cultural management and the international dimensions of organizational behavior.

### Course description

The age of management is over but the tasks of managing remain. For too many companies the dominant orthodoxy is that one can't manage without managers. This class will explore inherited management orthodoxies and their impact on employee engagement and innovation. We will explore contemporary notions of 'work' and 'worker' and how forward-looking companies are creating new organizational forms that manage without a distinct management group. We will investigate how these 'post-managerial' companies replace the command and control hierarchy with webs of interdependence and accountability.

In tracing the evolution of 'management science,' the class will investigate what contemporary managers actually do and how they do it. It will profile future managers and workers and explore radically new models of managing by a variety of companies in diverse sectors and settings.