

A CASE STUDY IN FAILURE

Duane Harold Doty

In an attempt to determine just how bad Duane Harold Doty is as a manager, we cite some facts that are without dispute. Doty has a Ph.D. in management. Doty has taught management courses at no less than two institutions of higher learning. Doty claims to be a human resources strategy expert. Why is it, then, that Doty is so poor as a dean, a position that is clearly a managerial position? We sought insight from basic management courses at several universities.

We took a convenience sample of principles of management syllabuses from various universities and identified the common general principles that are being taught to junior-level undergraduates at business schools nationwide. These topics are

1. History of Management Theory
 2. Ethics
 3. Strategic Planning
 4. Motivation
 5. Leadership
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1. History of Management Theory. For brevity, we focus on three major theories of management – Scientific Management, Bureaucratic Management, and Human Relations Management. Scientific Management (ca. 1890 – 1940) sought to measure and standardize every possible organizational task, with reward and punishment systems put into place for workers who achieved goals or who failed to achieve goals. Bureaucratic Management (ca. 1930-1950) extended Scientific Management, adding the theory of strict lines of authority and control within the organization. Standard operating procedures and even stricter punishments were established for those who failed to follow the chain of command. Then, a backlash occurred against Scientific and Bureaucratic Management. Unionized labor and governmental agencies recognized the flaws in these fascist techniques, and Human Relations Management was born. Focusing on the individual, his unique abilities, and the organization's ability to foster these individual abilities, HRM concluded that for the organization to be successful, the individual must prosper. In HRM, focus is placed on aligning the needs of the organization and the needs of workers.

Doty's dictatorial attitude leads us to believe that Doty subscribes to the Bureaucratic Management Theory, since it allows his sadistic tendencies to run wild (punishment) while allowing his military-esque Management Team structure to run wild in the college. Orders are to be followed, not questioned. The unfaithful are to be shot for treason against the fuehrer. Doty doesn't subscribe to an open system of incentives – just ask Mike Vest why he didn't get the "Ed Nissan" deal for teaching in Summer

2006. By subscribing to the least shared-governance-friendly historical theory, Doty earns his grade for effectively demonstrating a mastery of Principle #1: F.

2. Ethics. According to George Carter, the ethics of leadership determine the ethics of the group. Thank God that's not patently true in the CoB. Doty's ethics seem wishy-washy at best – he'll stand against Grimes because Grimes usurps academic freedom and shared governance, yet he sides with Carter as Carter acts unscrupulously to void a legitimate faculty vote – making sure in all instances that his actions are in his own best interest. Doty's ethics wander from merely absent to blatantly unethical, and his complete lack of intelligence offers no cover for the fact that he is ethically schizophrenic. Doty's grade on Principle #2: F.
3. Strategic Planning. In the CoB's AACSB Maintenance Report, Doty admits that he didn't realize that bad things can happen and throw a strategic plan off course. That alone deserves a grade of F of Principle #3.
4. Motivation. From his introductory line ("Hello. I'm Harold Doty. I'm smarter and better than you. I went to a top 5 MBA program and a top 10 Ph.D. program. I'm great, and you're s---t."), Doty was exercising the wrong kind of motivation. Subsequently, he has been forced to rely on threats, bribes, and calculated lies to obtain any result (see also: the 2005-06 Graduate Programs Committee re-vote on the Digital MBA Program). His petty vendettas have removed any semblance of ability to affect a positive change at USM. Doty's grade on Principle #4: F.
5. Leadership. Doty starts down one path, and the CoB faculty lags behind for him to change his mind 32 times, only to discover that the original path never was feasible in the first place. To even use "Doty" and "leadership" in the same sentence is laughable, unless some form of the word "lack" is involved, as in "Doty lacks leadership," "Doty displays a complete lack of leadership," etc. In fact, he can't even get his Management Team to agree with him on any given issue – of course, it probably doesn't help that he yells at them like children every chance he gets. The telling fact is that Doty's staunchest supporters are the CoB's at-will employees, and we all see Carolyn Cawthon's solution to working for Doty. She could handle Black, Posey, Gunther, and Niroomand, but Doty's inability to lead apparently outweighed her hyperinflated salary. Both undergraduate and graduate students recognize, without prompting, that Doty lacks that *je ne sais quoi* – oh, wait! I do know! Doty lacks leadership ability! Grade for Principle #5: F.

Overall Grade: F.

I'm sure Doty will be proud. It's not every day that you get a perfect score on a test this important. Unfortunately, Doty's score is perfectly horrible. This is not surprising, however, since Doty probably never took Principles of Management as an undergraduate, given that he was a Psychology major at Southwest Texas State University. In fact, you could probably count all of Doty's Management courses on both hands with fingers to spare. Regardless, it appears that Doty subscribes to the pick-and-choose style of

management, whereby he picks and chooses which management strategy to use on faculty members based on some malicious game of rock-paper-scissors or eeney-meeneey-miney-moe.

Since it's been almost four years since Doty last taught a Management course, we are including the following suggested texts to assist Doty in learning the Management he never knew:

“Management” by Stephen Robbins and Mary Coulter

“Fundamentals of Management” by Stephen Robbins and David Decenzo

“Management” by Gary Dessler

“Business Principles and Management” by Kenneth Everard and James Burrow

“Management for Dummies”

“The Complete Idiot's Guide to Management”

Heck, Doty should just call all the book reps and ask for all the books they'll send him. On second thought, they probably won't do it since they know Doty doesn't teach anything at USM.