

## Evaluation of a Large Profits-First College:

### *Difference between a University and a Profits-Now Corporation*

Sergey Ivanov<sup>1</sup>

Department of Management  
School of Business and Public Administration  
University of the District of Columbia  
Washington, DC, USA

John Brooks

Department of Management  
School of Business and Public Administration  
University of the District of Columbia  
Washington, DC, USA

Feng Xu

Department of Management  
School of Business and Public Administration  
University of the District of Columbia  
Washington, DC, USA

**Abstract.** In this paper, the authors attempted to study an organization known as a university, to provide management and leadership recommendations for improvement. However, upon further investigation, it became more apparent that this organization is not a true university, but rather a for-profit corporation, only interested in profits now. The authors then amended their recommendations, and in fact have come to a conclusion that no improvement is likely in any “university” whose primary mission is the attainment of profits.

**Keywords:** Organizational Study, University, For Profit Corporation, Management Diseases, W. Edwards Deming, Leadership, Profits Now

---

<sup>1</sup> Corresponding Author: Sergey Ivanov, Ph.D., Professor, Department of Management, School of Business and Public Administration, University of the District of Columbia, 4200 Connecticut Avenue, N.W., Washington, DC 20008, U.S.A., telephone +1-202-274-7040, [sivanov@udc.edu](mailto:sivanov@udc.edu).

## 5. References

Clement, Stephen D. (2014). On Leadership (in Organizations): Role of a Leader, Conversation with MBA Students. [http://www.youtube.com/watch?v=5\\_osaPs3Pa4&feature=youtu.be](http://www.youtube.com/watch?v=5_osaPs3Pa4&feature=youtu.be): School of Business and Public Administration, University of the District of Columbia.

Deming, W. Edwards (1993). The New Economics: For Industry, Government, Education. Cambridge, MA: Massachusetts Institute of Technology.

Deming, W. Edwards (1994). The New Economics: for industry, government, education. Cambridge, MA: MIT/CAES Press.

Deming, W. Edwards (1992). Out of the Crisis. Cambridge, MA: Massachusetts Institute of Technology.

Dixon, Norman (1976). On the Psychology of Military Incompetence. London, UK: Jonathan Cape Ltd.

Harvey, Jerry B. (1988). The Abilene Paradox and Other Meditations on Management. CA: Lexington Books.

Harvey, Jerry B. (1999). How Come Every Time I Get Stabbed in the Back, My Fingerprints Are on the Knife?. San Francisco, CA: Jossey-Bass.

Harvey, Jerry B. (2008). Personal Communication.

Harvey, J. (n.d.) Organizational Dynamics: Organizations as Phrog Farms, Retrieved October 8, 2017 from [https://kristinesargsyan.files.wordpress.com/2010/06/organizations\\_as\\_phrog\\_farms\\_by\\_jerry\\_harvey.pdf](https://kristinesargsyan.files.wordpress.com/2010/06/organizations_as_phrog_farms_by_jerry_harvey.pdf)

Ivanov, Sergey (2006). Investigating the Optimum Manager-Subordinate Relationship of a Discontinuity Theory of Managerial Organizations: an Exploratory Study of a General Theory of Managerial Hierarchy. Washington, DC: The George Washington University.

Ivanov, Sergey (2011). Why Organizations Fail: A Conversation About American Competitiveness. International Journal of Organizational Innovation, 4(1), 94-110.

Ivanov, Sergey (2013). Defects in Modern Organizations: Field Findings and Discovery. International Journal of Innovation, Management and Technology, 4(2), 204-208.

Ivanov, Sergey (2012). The Problem of Defects in Modern Organizations: Preliminary Research Findings. International Proceedings of Economics Development and Research: Management and Education Innovation, 37(1), 42-45.

Ivanov, Sergey (2012). Innovation Paradox or Escape from Feararchy: Exploratory Research on Why Innovation Cannot Happen in the Modern Organization. Bangkok, Thailand: International Conference of Inclusive Innovation and Innovative Management (ICIIM 2012).

Ivanov, Sergey (2012). Innovation Paradox or Escape from Feararchy: Exploratory Research on Why Innovation Cannot Happen in the Modern Organization.: International Conference on Inclusive Innovation and Innovative Management.

Ivanov, Sergey (2014). Organizational Studies. [www.SergeyIvanov.org](http://www.SergeyIvanov.org): Unpublished Manuscripts.

Ivanov, Sergey (2014). Feararchy and Organizations. Melbourne, Australia: Swinburne University of Technology.

---

Ivanov, Sergey (2015). Exposing Myths of Modern Management: Innovation - Identifying the Problem. Journal of Leadership and Management, 1(3), 57-66.

Ivanov, Sergey (2015). Exposing Myths of Modern Management: Innovation - Exploring a Solution. Journal of Leadership and Management, 2(4), 29-34.

Ivanov, Sergey (2015). The Work of Associations: A Hidden Dimension of All Managerial Hierarchies (Bureaucracies). Journal of Leadership and Management, 2(4), 41-45.

Ivanov, Sergey (2013). Defects in Modern Organizations: Field Findings and Discovery. International Journal of Innovation, Management and Technology, 4(2), 204-208.

Ivanov, Sergey (2011). U.S. Analyst Predicts a Nationwide Russian Crisis in 2035-2040: It Is Not the U.S. but Russia that May Collapse... Again!. International Journal of Humanities and Social Science, 1(15), 215-216.

Ivanov, Sergey (2013). Leaderless Organizations: Why Our Organizations Continue to Fail. 2013 International Business Conference Proceedings: Society for Advancement of Management.

Jaques, Elliott (1995). Glossary of Key Terms in Requisite Organization. Gloucester, MA: Cason Hall and Co.

Jaques, Elliott (1996). Requisite Organization: A Total System for Effective Managerial Organization and Managerial Leadership for the 21st Century. Arlington, Virginia: Cason Hall & Co.

Jaques, Elliott (2002). Orders of Complexity of Information and of the Worlds We Construct.: Unpublished Paper.

Jaques, Elliott (2002). Social Power and the CEO: Leadership and Trust in a Sustainable Free Enterprise System. Westport, CT: Quorum Books.

Jaques, Elliott (2002). The Psychological Foundations of Managerial Systems: A General Systems Approach to Consulting Psychology. San Antonio, Texas: Midwinter Conference of the Society of Consulting Psychology.

Jaques, Elliott (1998). On Leaving the Tavistock Institute. Human Relations, 51(3), 251-257.

Jaques, Elliott (2002). Organization of Management for a Just and Human Free Enterprise System. Gloucester, MA: Cason Hall & Co Publishers.

Jaques, Elliott (1995). Why the psychoanalytical approach to understanding organizations is dysfunctional. Human Relations, 48(4), 343-349.

Jaques, Elliott (1994). Five Special Organizational Studies: Church Clergy, Military Commanders, University Professors, Hospital Doctors, Partnerships. Gloucester, MA: Cason Hall & Co.

Jaques, Elliott (1964). Time-Span Measurement Handbook.: Cason Hall.

Jaques, Elliott (1989). Requisite Organization: The CEO's Guide to Creative Structure and Leadership. Arlington, Virginia: Cason Hall and Co..

Jaques, Elliott (1976). A General Theory of Bureaucracy. London, UK: Heinemann Educational Books.

Levinson, Harry (2002). Interview on Elliott Jaques' Theories.

Yunus, Muhammad (2007). Creating a World Without Poverty: Social Business and the Future of Capitalism. Philadelphia, PA: Perseus Books Group.

Ivanov, Sergey (2017). Exposing Myths of Modern Management: The Difference between Work and Pseudo-Work or Why Modern Organizations Don't Do Any Work. Work-in-progress, 1(1), 1-10.

Ivanov, Sergey (2017). Why Organizations Fail: Organizational Studies Based on Theories of Dr. Elliott Jaques. Kindle: Amazon Digital Services LLC.

Peck, M. Scott (1983). People of the Lie: The Hope for Healing Human Evil. New York, NY: Touchstone.

Hare, Robert D. (1993). Without Conscience: The Disturbing World of the Psychopaths Among Us. New York, NY: The Guilford Press.

Fromm, Erich (1955). The Sane Society. Greenwich, CT: Fawcett Publications.

University of X (2017). Mission and History, Retrieved September 12, 2017, from [www.University of X.edu/about/mission-and-history](http://www.UniversityofX.edu/about/mission-and-history)