

WWS 503, Fall 2004

Management of Organizations

Thursday 9:00 - 12:00

Office Hours: 12:00 – 1:00 or **by appointment**

Barbara Blumenthal, Visiting Lecturer

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The central goal of this course is to prepare students to be effective managers and leaders in public sector and non-profit organizations. Through lectures, readings and class discussions, students will receive a solid grounding in management theory. In addition, students will be exposed to current trends in management and popular approaches to creating more effective and efficient organizations.

A central theme of the course is why and how managers introduce innovations in organizations. As non-profit and governmental organizations face pressure to become both more effective and efficient, managers must learn how to manage change and deal with resistance to change. While we will draw on experiences with large scale change from the private sector as well as government and nonprofit sectors.

Two individual papers and a final paper are required and graded. Students will also write two thought papers that react to that week's readings or another topic of interest. Thought papers are typically short (2-3 pages) and will not be graded. Further information will be provided in class.

For the first class, students **should be prepared** to discuss the Case and Readings. Use the reserve readings in the library. Class participation is graded for the first session.

Course Materials

Text: Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 3rd edition. (San Francisco: Jossey-Bass, 2003).

Course pack: Available at the business office, Robertson Hall

Reserve Readings: Available at WWS Library

Assignments and Grading

40% Class Participation: All students are expected to come to class fully prepared to discuss the readings and cases, and to participate actively.

Thought paper #1. Due Week #3, Thursday, September 23. Organization structure

Thought paper #2. Due Week #11, Thursday December 2.

20% Individual Paper #1: Due Week #7, Thursday, October 21.

40% Final Paper. Due Tuesday, January 11

Text = Required text

Cop = Several copies of the book are available at the WWS Library

Fire = One copy of the book is available at Firestone Library

RR = Several copies of the article are available as Reserve Readings for WWS503

CP = Course Pack

Weekly Readings and Assignments

Week #1, Thursday September 9 – Overview of Organization Performance and Improvement

CASE:

RR New York City School System – packet of articles, Week #1

READINGS:

Text *Reframing Organizations: Artistry, Choice and Leadership*, Chapter 1 and 2. (pp. 3-40)

Cop Robert E. Quinn, *Beyond Rational Management*, Jossey-Bass, 1989, 1-89.

Week #2, September 16 -- Goal Setting and Evaluation

ASSIGNMENT: Leadership Experiences (send via email prior to class)

CASES:

CP Mayor Anthony Williams and Performance Management in Washington, DC (24 p., KSG)

CP Managing Student Aid in Sweden (5 p., KSG)

READINGS:

Cop Mark H. Moore, *Creating Public Value: Strategic Management in Government*, Cambridge, Massachusetts: Harvard University Press, 1995, pp. 105 – 189.

Cop Blumenthal, *Investing in Capacity Building: A Guide to High Impact Approaches* (chapters 2).

Week #3, September 23 -- Measurement and controls; Managing People

ASSIGNMENT: Thought paper #1.

CASE:

CP Providing Two-Way Feedback: Assessing Headquarters and Field Service Performance at CARE (12 p. + exhibits, KSG)

READINGS:

Text *Reframing Organizations: Artistry, Choice and Leadership*, pp. 41-109 (Structure)

Cop Bryson, John. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, Jossey-Bass Publishers, 1995, 3-44.

Cop Beckhard, Richard and Reuben T. Harris, *Organizational Transitions: Managing Complex Change* Reading, Massachusetts: Addison-Wesley Publishing, 1987, 24-117.

CP Schein, Edgar H. “How Can Organizations Learn Faster? The Challenge of Entering the Green Room,” *Sloan Management Review*, Winter 1993, 85-92.

Week #4, September 30 – Strategic Planning Process

CASES:

CP The NAACP (21 pp., HBS)

CP IPODERAC (8 pp., HBS)

READINGS:

Cop Thomas Wolf, *Managing A Nonprofit Organization*, New York: Simon & Schuster, 1990, Intro and Boards 15-82; Financial Management 173-232; Fundraising 233-274.

RR Salamon, Lester M., *America's Nonprofit Sector: A Primer 2nd Edition*, 1999: What is, Scope and Structure, p. 7-47; Historical developments, p. 57-74.

Week #5, October 7 – Building commitment to change

CASE:

CP Managing the Underground City: The New York Transit Authority Reclaims its Subway Stations (20 p., KSG)

READINGS:

CP Goleman, Daniel. "What Makes a Leader?" *Harvard Business Review*, November - December 1998, 92 – 102.

CP Heifetz, Ronald and Laurie, Donald. "The Work of Leadership," *Harvard Business Review*, Jan/Feb 1997, 124-134.

RR Simons, Robert. "Control in an Age of Empowerment," *Harvard Business Review*, Mar/Apr 1995, 80-88.

Text *Reframing Organizations: Artistry, Choice and Leadership*, pp. 111-179. (People, interpersonal)

Week #6, October 14 – Nonprofit governance

CASE:

Cop The New York City Transit Authority Station Manager Program: The Problem at 231st Street, (KSG) (CD-ROM on reserve)

READINGS:

CP Teaching Note: Building Effective One-on-One Work Relationships (Harvard Business School)

CP Teaching Note: Managing Performance (Harvard Business School)

CP Herzberg, Frederick. "One More Time: How Do You Motivate Employees?" *Harvard Business Review*, Sept/Oct 1987, 5-16.

Text *Reframing Organizations: Artistry, Choice and Leadership*, pp. 183-240 (power, conflict, politician)

Week #7, October 21 – Leadership

ASSIGNMENT: Individual Paper #1 due.

CASE:

CP FamilyNet: An Automated Child Welfare Information System (18 p., KSG).

READINGS:

CP Schaffer, Robert and Thomson, Harvey, "Successful Change Begins with Results," *Harvard Business Review*, Jan/Feb 1992, 80-86.

Cop Schaffer, Robert H. *High-Impact Consulting*, Jossey-Bass Publishers, 1997, 73-86, 159-166.

BREAK

Week #8, November 4 – Managing change / Managing people

CASES:

CP Wetflauer, S. “The Team That Wasn't,” *Harvard Business Review*, Nov/Dec 1994, 22-38.

CP The Challenge of Multi-Agency Collaboration: Launching a Large-Scale Youth Development Project in Hartford, KSG, 39 pp.

READINGS:

CP Ashkenas, Ronald N. and Todd D. Jick, “From Dialogue to Action in GE Work-Out: Developmental Learning in a Change Process,” *Research in Organizational Change and Development*, Volume 6, 1992, 267-287.

CP Katzenbach, J.R. & Smith, D.K. “The Discipline of Teams,” *Harvard Business Review*, Mar/Apr 1993, 111-120.

RR See reserve readings on collaboration.

Week #9, November 11 – Managing change / Managing people

CASES:

CP Managing Success: Partners for Development Reorganizes its Dongola Office (15 p., KSG)
Text Kennedy School leadership case – from *Reframing Organizations*

READINGS:

Text *Reframing Organizations: Artistry, Choice and Leadership*, pp. 241-299 (culture and symbols); 303-333 (integrating frames).

Text *Reframing Organizations: Artistry, Choice and Leadership*, pp. 409-430.

Week #10, November 18 – Improving Systems

CASES:

CP Winning Hearts and Minds: Reforming the Providence School District (A), C14-03-1689.0

CP Winning Hearts and Minds: Reforming the Providence School District (B), C14-03-1690.0

READINGS:

Cop Schein, Edgar H. *Process Consultation Revisited: Building the Helping Relationship*, Addison Wesley Series on Organization Development, 1999, 1-63. (Process consulting; helping relationship; listening, inquiry); 172-218 (Groups; dialog)

Cop Robert E. Quinn, *Beyond Rational Management*, Jossey-Bass, 1989, 90-147.

Week #11, December 2 – Taking charge

ASSIGNMENT: Thought paper #2.

CP Starting Amachi: The Elements and Operation of a Volunteer-Based Social Program, KSG, 21 pp.

RR How Amachi Works, p. 7-48. P/PV website.

READINGS:

CP Michael Bailin, “Requestioning, Reimagning, and Retooling Philanthropy,” *Nonprofit and Voluntary Sector Quarterly*, vol 32, no.4, Dec 2003, 635-642.

RR Eisenhardt, Kathleen, M. Kahwaly, Jean, Bourgeois III, L.J. “How Management Teams Can Have a Good Fight,” *Harvard Business Review*, Jul/Aug 1997, 77-85.

Week #12, December 9 – New Philanthropy / Capacity Building

CP Growing Pains: The Story of Summerbridge Part B: Summerbridge Cambridge

READINGS:

Text *Reframing Organizations: Artistry, Choice and Leadership*, pp. 334-366 (leadership)

Cop Quinn, Robert E. *Deep Change: Discovering the Leader Within*, Jossey-Bass, 1996.

Final Paper Due – Tuesday, January 11

CASE DISCUSSION QUESTIONS

Week #1 New York City School System

1. If you were Chancellor (Joel Klein) in September 2003, what steps would you take to improve school performance for the coming year?
 - a. Identify your top five priorities.
 - b. Describe specific actions to address these priorities.
2. If you were principal of a large high school in New York City, what steps would you take to improve school performance for the coming year?
 - a. Identify your top five priorities.
 - b. Describe specific actions to address these priorities.

Week #2 Mayor Anthony Williams and Performance Management in Washington, DC

1. Was it effective to set specific agency goals for Washington DC?
2. Will setting and monitoring specific goals lead to better delivery of services?
3. What are the drawbacks of using measurable goals in this setting?

Week #2 Managing Student Aid in Sweden

1. List the key management innovations introduced at CSN.
2. Describe the culture at CSN before the changes and after.
3. Are the management practices at CSN applicable to other government agencies?

Week #3 Providing Two-Way Feedback: Assessing Headquarters and Field Service Performance at CARE

1. How can headquarters and RMUs improve the quality of operations in the program division?
2. Does the BSQ help the RMU to be more effective?
3. What impact will MACO have on the effectiveness of headquarters and field operations?
4. How can RMU managers make the best use of their field visits? Be specific.