

WWS503, Fall 2002

Management of Organizations

Monday 1:00 – 4:10 pm

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

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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. Either purchase the coursepack or 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*, 2nd ed. (San Francisco: Jossey-Bass, 1997).

Course pack: Available at the business office, Robertson Hall

Reserve Readings: Available at WWS Library

Assignments and Grading

30% 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, Monday, September 30. Organization structure

Thought paper #2. Due Week # 8, Monday, November 11. Managing people or leadership

20% Individual Paper #1: Due Week #6, Monday, October 21.

20% Individual Paper #2: Consulting Assignment. Due Friday, December 13.

30% Final Paper. Due Wednesday, January 15

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, Friday September 13 – The Role of Managers

CASE:

CP Growing Pains: The Story of Summerbridge Part B: Summerbridge Cambridge (KSG, 21 p. + exhibits).

READINGS:

Text Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 2nd ed. (San Francisco: Jossey-Bass, 1997), p. 1-36.

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

Week #2, Monday September 23 -- Evaluation and Planning

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

ASSIGNMENT: Distribute Quinn Assessment survey to former colleagues

CASE:

CP Jumpstart (26 p., HBS)

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

READINGS:

CP Sawhill, John C. & Williamson, David. "Mission impossible? Measuring success in nonprofit organizations," *Nonprofit Management & Leadership*, Spring 2001, 371-386.

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

Text Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 2nd ed. (San Francisco: Jossey-Bass, 1997), p. 37-97.

Week #3, Monday, September 30 -- Measurement and controls

ASSIGNMENT: Thought paper #1.

CASES:

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

READINGS:

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

Handout Blumenthal, Capacity Building Draft, chapters 2, 3

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)

Week #4, Monday, October 7 – Planning Process/ Strategy

GROUP ASSIGNMENT: Develop a strategic planning process to be used by a CARE Country Manager.

CASE:

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

READINGS:

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

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.

Cop Schein, Edgar H. *Process Consultation Revisited: Building the Helping Relationship*, Addison Wesley Series on Organization Development, 1999, p. 84-100; 125-144 (ORJI; feedback).

Week #5, Monday, October 14 – Building commitment to change

CASE:

CP Charting a New Course: Care Bolivia’s Long Term Strategic Plan (LRSP) (6 p. + exhibits, KSG).

READINGS:

CP Bryson, John M. “Applying large-group Interaction Methods in the Planning and Implementation of Major Change Efforts,” *Public Administration Review*, Mar/Apr 2000, 143-164.

Text Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 2nd ed. (San Francisco: Jossey-Bass, 1997), p. 161-211; 318-339. (Power, conflict; Change)

Week #6, Monday, October 21 – Nonprofit governance

ASSIGNMENT: Individual Paper #1 due.

CASE:

CP IPODERAC (8 pp., HBS)

READINGS:

Cop Thomas Wolf, *Managing A Nonprofit Organization*, New York: Simon & Schuster, 1990, 3-81.

Text Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 2nd ed. (San Francisco: Jossey-Bass, 1997), 265-317. (leadership)

BREAK

Week #7, Monday, November 4 – Leadership

CASE:

CP The NAACP (21 pp., HBS)

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

READINGS:

- Cop Robert E. Quinn, *Beyond Rational Management*, Jossey-Bass, 1989, 90-147.
- CP Herzberg, Frederick. "One More Time: How Do You Motivate Employees?" *Harvard Business Review*, Sept/Oct 1987, 5-16.
- CP Heifetz, Ronald and Laurie, Donald. "The Work of Leadership," *Harvard Business Review*, Jan/Feb 1997, 124-134.
- CP Goleman, Daniel. "What Makes a Leader?" *Harvard Business Review*, November - December 1998, 92 – 102.

Week #8, Monday, November 11 – Managing change / Managing people

ASSIGNMENT: Thought paper #2

CASE:

- Cop The New York City Transit Authority Station Manager Program: The Problem at 231st Street, (KSG) (CD-ROM on reserve)
- CP Wetflauer, S. "The Team That Wasn't," *Harvard Business Review*, Nov/Dec 1994, 22-38.

READINGS:

- CP Schein, Edgar H. "How Can Organizations Learn Faster? The Challenge of Entering the Green Room," *Sloan Management Review*, Winter 1993, 85-92.
- CP Teaching Note: Building Effective One-on-One Work Relationships (Harvard Business School)
- CP Teaching Note: Managing Performance, (Harvard Business School)

Week #9, Monday, November 18 – Managing people

CASES:

- CP Managing Success: Partners for Development Reorganizes its Dongola Office (15 p., KSG)
- Text Kennedy School leadership case – from Bolman and Deal

READINGS:

- Text Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 2nd ed. (San Francisco: Jossey-Bass, 1997), p. 101-158.
- Text Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 2nd ed. (San Francisco: Jossey-Bass, 1997), p. 354-376. (**Kennedy School leadership case**)
- CP Katzenbach, J.R. & Smith, D.K. "The Discipline of Teams," *Harvard Business Review*, Mar/Apr 1993, 111-120.
- CP Stone, Warren S. & George, Gerard. "On the Folly of Rewarding A, While Hoping for B," *Public Productivity and Management Review*, 1997, 308-322.

Week #10, Monday, November 25 – Improving performance

CASES:

- CP FamilyNet: An Automated Child Welfare Information System (18 p., KSG).
- CP Business Process Transformation at the CIA (Part A) (12 pp. +, KSG)

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

Week #11, Monday, December 2 – Taking charge**CASE:**

- CP Business Process Transformation at the CIA (B) (10 pp., KSG)
- CP The General and the "War" on Drugs: Barry McCaffrey and the Office of National Drug Control Policy (38p., KSG, C15-98-1427).

READINGS:

- Cop Quinn, Robert E. *Deep Change: Discovering the Leader Within*, Jossey-Bass, 1996.
- Handout: "A Passport is not a Pizza."

Week #12, Monday, December 9 – New Philanthropy / Personal Development

ASSIGNMENT: Bring Quinn Assessment Scores and personal development plan to class.

CASE:

- CP The Social Sector Entrepreneurship Foundation and the Citizens Homelessness Initiative (A and B) (10 p., KSG)
- CP New Profit Inc. (26 p., HBS)

READINGS:

- Handout Blumenthal, Capacity Building chapters.
- CP Eisenberg, Pablo. "The Nonprofit Sector in a Changing World," *Nonprofit and Voluntary Sector Quarterly*, June 2000, 325-330.

Individual Paper #2: Due Friday, December 13

Final Paper Due – Wednesday, January 15

CASE DISCUSSION QUESTIONS

Week #1 Growing Pains: The Story of Summerbridge Part B: Summerbridge Cambridge

1. What are the key elements of the Summerbridge Model? How does Summerbridge Cambridge differ from the model? MAKE A LIST
2. If you were the program director (such as Angie Lee) during the startup of a new program, **what would you do?** Write out a timeline for the first year showing the key tasks for the program director as well as tasks for others. Estimate the percentage of time that you would devote to each task.

Week #2 Jumpstart

1. What are the strengths and weaknesses of Jumpstart's Growth with Quality Plan?
2. What are the strengths and weaknesses of Jumpstart's Site Management and Monitoring Tool – both the Management Element and the Quality Indicators?
3. Will the PMM enable Jumpstart to develop and sustain high performance?

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

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

Week #4 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?