



## URBS 603—Organization Environment

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**Term:** Fall 2015

**Instructor:** Tim Madigan

**Class Location and Time**

Armstrong Hall 0007

T/TH 12:30PM-1:45PM

8/25/15 – 12/10/15

Office Hours – before and after class.

**Text:** Reframing Organizations: Artistry, Choice and Leadership, Bohlman, Lee G. and Terrence E. Deal, Jossey Bass Publishers, 3rd Edition, 2003.

Case studies TBA

**Course Purpose:**

To assist students in gaining an understanding of public, nonprofit and private organizational culture as it impacts successful mission accomplishment. Students will explore the role decision making, communications and organizational change play in the continuous improvement process within organizations. There is an expectation that students will learn the practical application of leadership and management tools for current and/or future leadership roles.

*This syllabus is subject to change without notice. Contact the professor for most recent changes.*

**Learning Outcomes:** Upon successful completion of this course, the student should be able to:

- Identify the theory and practice of managing public and non-profit organizations.
- Articulate approaches to organizational theory/process and synthesize them with the human relations model.
- Place major views of organizations into frames and relate them to existing organizational theory.
- Work in small groups to analyze case studies and develop diagnostic tools and action-oriented strategies for the local government practitioner.
- Apply public management theories to real-world situations.

**Personal Skill Development Goals:** In addition to the specific course outcomes, there are 4 additional goals that are most common to all other URSI graduate courses at MSU. They are:

- to develop your creative and critical thinking powers in addressing problems and opportunities.
- to develop your personal communication skills, both written and oral.
- to improve your ability to work and interact with others in a team setting.
- to improve your understanding and use of technology.
- to connect theory to real-world applied learning.

**Course Structure:** This course is for 16 weeks and meets twice a week for 75 minutes. The class structure is that the Tuesday class will focus on the text and its case studies and class discussion of them. Thursday classes will be mainly for guest speakers, special topics and student presentations. Expect some change in this format as needed.

**Instructional Methodology & Teaching Strategies:** A variety of techniques will be used throughout the semester including small group discussions, lecture, guest speakers, and student presentations. Local government practitioner guest speakers may come into class, coupled with student analysis of relevant readings, will provide a comprehensive approach for developing the skills to understand organizational environments.

The teaching style in this course is based on an “adult centered” model wherein students are active participants responsible for their own learning. I will act as a facilitator and a resource to engage you in a meaningful academic experience.

### **Instructor Policies:**

All written assignments must be prepared in *duplicate* and typewritten. One copy should be submitted at the start of class, the other should remain with you to refer to during class discussion. Staple multiple pages together and consecutively number them. *Each page* should

have your name, section number, assignment description, and date submitted in the upper right corner. Keep your returned graded copy until completion of the course.

**Late Assignments** will not be accepted (unless prior arrangements have been made with the instructor). If the latter does occur, you may still be subject to a significant point reduction. Should an emergency arise, email your written assignment (to my email address on page 1 *before* the start of class) to receive credit. *Note: Any email attachments must be in PC (not Macintosh) platform.*

**Course Requirements:** Students will be expected to have read, thought about, and prepared the assigned materials. You will be expected to engage in class discussion (to ask questions as well as to answer them) and to work in teams or groups to develop organizational framing skills. Students need to work closely with one another in discussing and grappling with the subtle features of organizational reframing. Therefore, **class attendance and participation are critical.** In order to build your issue framing skills, students will be asked lead a class discussion on a reading(s) or a case study(ies).

### **Class Participation/Attendance**

Students are expected to actively participate and contribute positively to the learning process, both in and out of class. This course uses a building blocks approach to crafting solutions to reframing organizations through artistry, choice, and leadership. Because chapter questions (assigned the prior week) and case studies introduced in each class form the foundation of this approach it is imperative that students attend class sessions. Points will be given (or deducted) for attendance. Absent students are responsible to obtain notes/journal questions from a classmate.

### **American Disabilities Act (ADA)**

ADA requires that the university provide services for persons with disabilities. For more information regarding the services that are available to you, please contact the MSU Disability Services Office at (507) 389-2825 (V) or 1-800-627-3529 (MRS/TTY). If you are a person with a disability, please discuss your special needs with this instructor within the first week of class. This will allow you and the instructor ample opportunities to make arrangement for taking notes, completion of assignments, and examinations.

**Other Policies:** When cell phones and beepers go off in class they are very distracting to others. Please turn off your cell phones and beepers during class time or if possible put them on vibration mode. **No laptops open during class, unless for use as part of an assignment.** Thank you.

### **Course Grading:**

Journal/Case Studies	25
Meeting Exercise	15
Power Point presentation	20
Book Review	15
Attendance /Participation	<u>25</u>

Total 100

**Projects:** –

**Governing Board Meeting Exercise** – Attending governing board meeting and meeting with the administrator/director before and after the meeting. See attachment for details.

**Power Point Presentation** – You have been appointed to the management job you wanted, now what? See attachment for details.

You should email the instructor your final Power Point by Monday noon on the week you present. Note: Identify the reading/topic/occurrence in your email subject line. Late or incomplete submissions are subject to point reduction. ***Note: Student(s) presenting are responsible to get, setup, and return after class the laptop computer.***

**Book Review** – Students will use readings from the attached bibliography to study organizational issues and improve the students overall understanding of management techniques. Students will submit a written book review based on the attached guidelines. An informal class presentation based on the book review is expected.

**Case Studies:** We will use the case study approach to discuss and apply leadership and management styles. Individual responses will consist of reading cases and/or assigned chapter questions, reflecting in a journal, and bringing this journal to class for further discussion. The journal may be either neatly printed or typed and inserted into a bound 8-1/2 x 11 spiral notebook.

**Journal:** You will be expected to keep a personal journal to record class activities and discussions, presentations, speakers and questions and observations. See attachment for details.

**Participation:** Students are asked to initiate discussion on assigned readings by highlighting issues the student finds important or identifying key questions for class discussion.

**Fall 2015**  
**Organizational Environment URSI 603**  
**WEEKLY SCHEDULE**

*This is a general guide—changes may occur. If they do, they will be announced in class in advance.*

Ask for journal question for upcoming class at end of class.

**Part I:**

**Week 1**

08/25 Introductions. Syllabus review and course content. What do you want to learn?

08/27 Student presentations – Who am I? Where am I going? Personal Inventory – Action Plan

**Week 2            Making Sense of Organizations**

09/01 Read Bohlman & Deal (B/D) Ch. 1 & 2

09/03 Video Friends – nonverbal communications

Jenelle Teppen, City Administrator Le Sueur – “Administrator as Communicator”

**Week 3            Structural Frames**

09/08 Ch. 3 Getting Organized, Ch. 4 Structure & Restructuring

09/10 Dealing with Dilemmas

**Week 4**

09/15 Ch. 5 Organizing Groups & Teams

09/17 “Governmental Finance” – Mark Nagel- Assistant City Administrator Elko New Market

**Week 5            Human Resource Frame, Read B/D Ch. 6 People & Organizations**

09/22 Ch. 7 Improving Human Performance

09/24 Performance Measurement – Guest Speaker

**Week 6            Ch. 8 Interpersonal & Group Dynamics**

09/29 Video: “Houston we a have problem!” Apollo 13

10/01 “Incident Command System– What is it & How it Works”, Mankato Public Safety

**Week 7            Political Frame,**

10/06 Ch. 9 Power, Conflict, & Coalition

10/08 Student Presentations

**Week 8**

10/13 Ch. 10 The Manager as Politician The Fire Marshall case.

10/15 Pat Hentges, Mankato City Manager, “Roles of Administrative and Elected Official” @ Mankato City Hall

- Week 9  
10/20 Ch. 11 Organizations as Political Arena. Student Presentations – First Six Months on the Job
- 10/22 “Working with the Local Media” Suzanne Rook, Managing Editor Le Center, Le Sueur, St, Peter and Waseca newspapers
- Week 10  
**The Symbolic Frame,**  
10/27 Ch. 12 Organizational Culture & Symbols.  
10/29 Presentation on Collaborations & Negotiations Video: Big Bang Theory – Collaboration
- Week 11  
11/03 Read Ch. 13 Organization as Theater  
11/05 Book discussion/presentation  
Presentation on Public Private Goods
- Week 12  
11/10 Read B/D Ch. 14 Organizational Culture in Action  
11/12 Book discussion/presentation  
Student Presentations
- Week 13  
**Improving Leadership Practice,**  
11/17 Ch. 15 Integrating Frames Ch. 16 Reframing in Action: Opportunities & Perils  
11/19 Student Presentations
- Week 14  
11/24 Ch. 17, Reframing Leadership, Ch. 18, Reframing Change...  
11/26 Book discussion/presentation  
No Class – Thanksgiving Day
- Week 15  
12/01 Ch. 19 Reframing Ethics & Spirit  
12/03 Book discussion/presentation- Strategic Planning  
Student Presentations
- Week 16  
12/08 What did I learn and how can I apply it discussion? Course Evaluation