STM-190 -- Organizational Analysis for Managers

SYLLABUS
Fall 2005

Monday/Wednesday
1:10 to 2:30
Wiener Auditorium

Faculty
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Course Objectives and Overview
To be effective a manager must understand how their organization and its environment work. Building on the concepts of rules, networks, and social space you will learn how to analyze an organization and its environment to enable you to make decisions that further its interests. We will use a variety of materials, including: academic literature from such fields as organization theory, economic sociology, and systems dynamics; case studies drawn from a variety of countries; and simulation exercises to provide students with the “experience” of managing in a dynamic environment. You will learn how to map both the formal and informal structure of an organization and its environment, and how to interpret and anticipate complex interactions triggered by your own decisions and by those of others.

Course Outline
The course will be taught through discussion of readings from the academic literature and case studies. We will also conduct an interactive computer simulation to enhance the learning experience.
Theoretical concepts in organization theory
The first part of the course will cover key concepts in organization theory. These include: conceptualizing the individual, the nature of individual action, organizations, institutions, and networks. We will also cover the concept of the production of space, which is given little attention in the organization theory literature, but is key to understanding the functioning of organizations.

Dynamics and complexity
The next part of the course will cover the concepts of dynamics and complexity and how they apply to the understanding of how to manage an organization. We play will play the SymBanc computer simulation game as a way to simulate the management of a complex organization in a complex environment.

Specific managerial problems
In the last part of the course we tackle a number of specific management problems within the theoretical framework of the first part of the course: managing participation; managing against bias and corruption; and managing crises.

Audience
The course serves both general managers and consultants who want an understanding of the problems they will face in the real world. It also serves students interested in organization theory and economic sociology.

Requirements
Class Participation -- 30%
Class participation is essential to the course since much of what you learn will come through conversations with your colleagues.

Case analyses – 30%
Each student must write three papers of up to 1,250 words (5 double-spaced pages) each analyzing three different cases discussed in class. The papers are due one week after the day in which the case was discussed in class.

Final exam -- 40%
Take-home final exam, distributed in class on December 7 and due back at noon on December 19.

Grading
I will assign grades according to the Kennedy School of Government’s recommended grading distribution, as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>10-15%</td>
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<tr>
<td>A-</td>
<td>20-25%</td>
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<td>B+</td>
<td>30-40%</td>
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<tr>
<td>B</td>
<td>20-25%</td>
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<tr>
<td>B- or lower</td>
<td>5-10%</td>
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Materials
CLASS SCHEDULE

1 Wednesday September 14, 2005
Organizations


2 Monday September 19, 2005
Social Structure of Organizations and their Environment


3 Wednesday September 21, 2005
Building an Organization

Starting from Scratch: Alice Rivlin and the CBO (A), KSG Case # 872.0

4 Monday September 26, 2005
Individuals


5 Wednesday September 28, 2005
Managing Individuals in Organizations

Corporate Values and Transformation: The Micro lender Compartamos, KSG Case #1761.0

6 Monday October 3, 2005
Robust Action

Cambridge Consulting Group: Bob Anderson, HBS # 9-496-023
7 Wednesday October 5, 2005
Institutions


Monday October 10, 2005
Columbus Day – No Class

8 Wednesday October 12, 2005
Judgment and discretion


9 Monday October 17, 2005
Networks and Trust


10 Wednesday October 19, 2005
Power and Influence

Group Process in the Challenger Launch Decision (A) HBS Case #9-603-068

11 Monday October 24, 2005
Network Structure


12 Wednesday October 26, 2005
Production of quotidian space

The NYPD Takes on Crime in New York City (B): Compstat, KSG Case #1558.3
13  **Monday October 31, 2005**  
Production of abstract space

*Ellen Schall and the Department of Juvenile Justice, KSG # 793.0*


14  **Wednesday November 2, 2005**  
Mid-course Overview


15  **Monday November 7, 2005**  
Dynamics

*Peoples Express Flight Simulator*


16  **Wednesday November 9, 2005**  
Complexity and Participation


17  **Monday November 14, 2005**  
Participation

*Women’s Thrift Cooperatives in Andhra Pradesh, KSG Case # 1656.0*


18  **Wednesday November 16, 2005**  
Managing (Against) Bias


19  **Monday November 21, 2005**  
Gendered Roles and Arguments from Nature

*The Social Construction of Gender: Microfinance and fa’afafines in Samoa, KSG Case*
20 **Wednesday November 23, 2005**

**Hiring**

“A Multiplicity of Roles:” *The Chicago Museum of Contemporary Art Search for a Director*, KSG Case # 1625.0


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21 **Monday November 28, 2005**

**Hiring and Gender**

*Beyond Cooperation: Gender, Activism, and Self-Help in Maharashtra*, KSG Case


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22 **Wednesday November 30, 2005**

**Managing (Against) Corruption**

*Dealing with Corruption in the Police Force of La Paz*, KSG Case #1104

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23 **Monday December 5, 2005**

**Managing Crises, I**


Stuart, G. “Chernobyl fallout and Cumbrian sheep farmers” Unpublished m.s. *(Online)*

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24 **Wednesday December 7, 2005**

**Managing Crises, II**


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25 **Monday December 12, 2005**

**Wrap Up**

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**Final Exam due by noon, Monday, December 19**