Course Description

This course enables the student to understand the organizational and management conditions, processes and structures as they relate to nonprofit organizations. The course covers various theoretical perspective on organizations, including the issue of goals, product lines, power, leadership, effectiveness, efficiency, performance, clients and staffing. It begins with the exploration of the concept of organizational structure culture, how given cultures are embedded in different structures, and the dilemmas of managing these different structural configurations.

Objectives

The objectives for this course include the following:

1. To gain an understanding of organizational theories and how they explain organizational structure and culture.

2. To develop knowledge of the variability of organizational structure and management, how each structure develops a culture of its own, and their impact on organizational performance.

3. To become aware of the dilemmas of managing nonprofit organizations.
**Required Texts**


**Journal Articles**


**Recommended Texts/Optional**


**Course Topics**

Product line and structure
Power and authority roles
Types and nature of organizations
Organizational structure
Organizational culture
Leadership and management decision making
Organizational and management environment
Assessment of organizational performance/effectiveness and efficiency

**Course Assignments**

Purpose: The assignments are designed to enable the student to apply conceptual and theoretical knowledge of nonprofit organizations to a specific agency or entity.
It is anticipated that the assignment will help the student gain a better understanding of the nonprofit agency or entity, and the factors that influence its activities and the behavior of its staff and stakeholders. Students are expected to draw relevant readings and class discussion to support their points.

Approach: An organization or agency should be selected, which typically will be the student’s place of employment. This organization should be the case selected for analysis. The student’s role will be that of a participant observer [who is an insider], using the concepts acquired during the course to guide the observations. A part of such participant observation includes interviewing relevant informants, reading available agency documents, and participation in various agency activities and meetings.

Evaluation: The evaluation of the assignments will be based on:

- Ability to apply concepts learned in the class and from readings;
- Logic and analytic coherence of explanation; and
- Support of findings by appropriate references to the literature.

It is not expected that the students will have intimate knowledge of the agency. Rather, based on the information they have been able to obtain, they should articulate their own ideas and hypotheses about the functioning of the agency.

Written Assignment (Use APA 4th Edition format)

Cover the following questions in essay form using your agency as the organizational focus. First name and briefly describe the agency to be discussed (in the Preview section). Always cite appropriate sources and references to support your arguments.

The midterm paper (due March 1, 2001) should cover the following four topics.

1. **Preview**
   - Name and location of organization
   - Evolution
   - Product Line: Then and Now
   - Structure: Then and Now
   - Mission: Then and Now
   - Budget: Then and Now
   - Size: Then and Now
   
   [A brief description, not exceeding ten to twelve sentences. This section should summarize how and when the organization originated, with what kinds of product line, and how it is today with any continuity or change in that product line. It should then describe the structure (as in Mintzberg) of the organization as it was during the time of starting. Then it should outline the structure of the organization as it stands today. Next, the Preview should outline the mission statement as it was during the early beginning, and as it stands today. Next, it should describe the size of the budget and the total number of employees at the starting time, and as it stands today.]

2. **The product lines** of this organization or agency.
3. How would you describe the structure of this organization?
4. What would you say are the lines of accountability in this organization? How is the Management style a part of the organization’s culture? Is the culture of the organization appropriate for the product line? What, if any changes need to be made in the cultural styles of this organization?

The final paper (due April 26, 2001) should contain an edited version of the above four topics, and then cover the following five:

5. Is the structure of the organization appropriate for the product line (structural appropriateness)?
6. Do the substructures (i.e., strategic apex, operating core, etc.) perform the functions as described by Mintzberg? Are structures and functions clearly related?
7. Who are the donors/customers/clients of this organization? Are these three groups the same, or are they different groups? How do they relate to the product lines and to the management?
8. How does the leadership of this organization (Board and the Strategic Apex) relate to the product line? How do they help the operating core?
9. Is there any impact of the external environment (from local to national) on the structures and functions of the organization?

Please use the words in boldface as major headings of your paper. You may use further subheadings under these headings.

**Cooperative Teaching**

The course will be taught in a cooperative fashion by Al Abramovitz and Pranab Chatterjee. On the first day of class, a list of topics and reading assignments for each class date will be announced. The class meets between 6:00 p.m. and 8:30 p.m. A calendar follows.

| January 18 | Abramovitz & Chatterjee | March 15 | spring break   |
| January 25 | Chatterjee              | March 22 | Abramovitz & Handy |
| February 01| Chatterjee              | March 29 | Abramovitz     |
| February 08| Chatterjee              | April 05 | Abramovitz     |
| February 15| Chatterjee              | April 12 | Abramovitz     |
| February 22| Chatterjee              | April 19 | Abramovitz     |
| March 01   | Chatterjee              | April 26 | Abramovitz & Chatterjee |
| March 08   | Handy                   |           |                 |

**Additional Readings**

Reading from the following works may also be used for class discussion and written works.


