Instructor Information

- Professor Martha Stark
  - Email: martha.stark@nyu.edu
  - Phone: 212-992-8704
  - Office Address: Puck Building, 3040C
  - Office Hours: Tuesdays from 2:00 to 5:30, and as needed

Course Information

- Section 001
  - Class Meeting Times: Tuesday, 6:45 pm to 9:30 pm
  - Class Location: Global Center for Academic and Spiritual Life, 238 Thompson Street, Room 369
  - Course Assistant: Tashiah Singleton
  - Course Assistant Office Hours: After Class and as arranged

- Writing Tutors: Wagner Writing Center

Course Description

Management and Leadership is designed to empower you with the skills you will need to make meaningful change in the world—whether you care about bike lanes, criminal justice, prenatal care, community development, urban planning, social investment, or something else. Whatever your passion, you can only have an impact by leading and managing organizational processes. In this course, you will enhance the technical, interpersonal, conceptual, and political skills needed to run effective and efficient organizations embedded in diverse communities, policy arenas, sectors, and industries. In class, we will engage in a collective analysis of specific problems that leaders and managers face—first, diagnosing them and then, identifying solutions—to explore how organizations
can meet and exceed their performance objectives. As part of that process, you'll encounter a variety of practical and essential topics and tools, including mission, strategy, goals, structure, teams, diversity and inclusion, motivation, and negotiation.

Course Materials

3. Course packs: Two course packs are required: one includes readings and case studies available at this link: [Course pack] (hereafter referred to as "Course pack"); and, the other includes access to two simulations, the Mount Everest climb and a Networking exercise available at this link: [Simulation course pack] (hereafter referred to as "Simulation course pack").
4. NYU Classes (http://newclasses.nyu.edu/): Is where you will find the course syllabus, assignments, exercises, surveys, and slides. If you have not activated your NYU Net ID or have forgotten your password, you can activate or change your password at Start NYU (http://start.nyu.edu).

Other Materials

- To keep costs down, you can access some Harvard Business Review (HBR) articles through the library (instructions below). The syllabus provides some direct links and NYU classes provides PDFs of readings.
- Some class materials may be distributed via e-mail. Thus, it is important that you actively use your NYU e-mail account, or have appropriate forwarding set up on NYU Home (https://home.nyu.edu/).
- M&L Plus (https://docs.google.com/document/d/1ajEvLMnn24alxg2qYZgq-tWPyyqSwqDvHUBiA_y5g/edit?usp=sharing): This document provides additional courses and optional readings so that you can explore the topics we cover in more depth.

To Find HBR Articles on the Library's Website:

- Go to https://library.nyu.edu, click the "Journals" tab, and search for "Harvard Business Review".
- Click the first result in BobCat, then on the next page select "EBSCOhost Business Source Complete".
- Click "Search within this publication", then add the title of the article in the second search box and change the search-box option on the right to search the "Title" (TI) of documents.
- The first result should have the full text and PDF of the desired article.
- This short click-through video illustrates the process
Subscriptions

Subscribe for free to Bob Behn’s Performance Leadership Reports. Bob’s monthly one-pagers are insightful and useful as we think about management, especially in the public sector; and I promised Bob I would increase his readership!

Electronics

Electronics such as computers, tablets, and phones are strongly discouraged during class so please bring your readings, a notebook, pen, etc.

**Learning Objectives and Skill Development**

The course combines conceptual and experiential approaches into four general areas:

1. Teams and teamwork
2. Interpersonal dynamics
3. Designing and aligning organizations
4. Leading change

Readings will introduce key concepts and useful ways of thinking about common situations in complex organizations. Case studies, exercises, and in-class discussions provide opportunities to apply theories, concepts, and research findings to particular situations to hone your managerial and leadership skills. The written assignments require you to consolidate your insight and practice your analytical and communication skills.

There are three learning objectives that cut across each class:

1. **Analytical Thinking and its supporting skillset** is as follows:
   a. Identify, analyze, and address underlying problems and opportunities
   b. Recognize, analyze, and manage complex relationships
   c. Reframe the way you approach people and situations

2. **Leveraging diversity and its supporting skillset** is as follows:
   a. Identify, understand, and use different types of diversity
   b. Explore how to create, participate in, and coach diverse teams
   c. Develop skills to address the challenges and opportunities of diversity

3. **Communication and its supporting skillset** is as follows:
   a. Recognize the importance of clear communication with stakeholders
   b. Prepare effective, clear, organized written reports and presentations
   c. Conduct effective meetings and facilitate group/team discussions

**Class Teams**

You will be assigned to a team early in the semester and you will work with the team throughout the semester. You will have lots of opportunities to discuss and debate issues, including those raised in the assigned cases, readings, and exercises. You are expected to do all the readings on your own
before class. Please note, you are responsible for all readings even if we do not discuss the material in class.

Assessment and Grading Policy

Individual assessments (62.5%)

15% Participation, contribution to discussion & learning, and professionalism
5% Assessments and Exercise Prep (Strengths, Leadership Orientations, Myers-Briggs, Kidney, Negotiation, Conflict, Implicit Association)
7.5% Case Analysis
5% Post in-class exercise reflections (Goals, Selling Snow Plows, City Story, BARNGA, Kidney, Negotiation, Frames Role Play)
5% Building Exercise Debrief Memo
4% Everest Individual Simulation
20% Final Exam

Team assessments (37.5%)

14.0% Memos—Satera Team (7%) and Carolina for Kibera Analytical (7%)
8.5% Everest Team Simulation Score (4%) and Everest Debrief Memo (4.5%)
15% Management Analysis, Presentation, and Memo (Using either: Congruence Model, Behn-Ratchet Up Performance, or Frames)

Individual assessments

Participation, contribution to discussion and learning, and professionalism

Managerial and leadership practices are critical for organizational success, but they are nuanced and need to be applied thoughtfully with an eye to power, culture, equity, diversity, inclusion, and organizational alignment. Each of us brings different and relevant experiences to the classroom, so we will be learning from each other, challenging our assumptions and trying to understand the assumptions that drive our colleagues’ behavior. Your contribution to the class discussion is welcome and valued.

Participation is essential and required even if you have never worked in a professional setting. Your participation will be assessed two ways: our course assistant will tally the number of times you spoke in class as well as assess the content and quality of your contribution. In addition, at the end of the semester, you will assess your own and your classmates’ participation using a rubric that will be provided. (55% of your participation grade will be based on the course assistant's tally; and 45% will be based on your classmates’ assessment of your participation.)

During the case discussions, articles and exercises, you may be called upon to analyze the case and share recommendations. The only way to conduct a sharp case analysis and contribute insightful comments is to read the case and articles carefully and complete the exercises, reflecting on how they inform situations you have experienced.

Finally, professionalism is calculated based on attendance and lateness. If you will be absent or
delayed (e.g., train delays, family emergencies), please email the course assistant.

Assessments
You will be asked to complete several assessments during the semester starting with your strengths, leadership orientations, Myers Briggs Type Indicators, and conflict style. You will receive credit for the timely completion of those assessments.

Case Analysis
You will be reading several case studies during the semester. You will be required to do a no more than one-page write-up about each case and post it on NYU Classes. You will receive credit for the timely and thorough completion of the write-ups.

Post In-Class Exercise Reflections
I believe experiential learning is very powerful. You will participate in several in-class exercises that will illustrate the importance of goals, reframing, structure, negotiations, networking, culture, and using the four frames. Following each in-class exercise, you will be required to write a no more than one-page reflection about the exercise.

Building Exercise Debrief Memo
We will do a team building exercise during one of our class sessions. Following the exercise, you will be required to write a memo that will be more fully described on NYU Classes. Please submit your memo by February 26th at 6:30 pm before the start of class.

Everest Individual Simulation
You will be assigned a role to participate in a simulated climb of Mount Everest. Your individual score for the climb which represents the percent of your individual goals that you achieve will be used to calculate this portion of your grade.

Final Exam
The final exam will cover topics from the readings, course discussions, and your team work. If you do all the readings, engage in class discussions, and reflect on the material we covered, you will be prepared. The final will be a take home exam – you will have eight days to return it after the last day of the semester. It will be due May 15th at 11:55 pm.

Team Assessments
Memos (2)
Your purpose in writing these memos is to provide information and make recommendations to people who must make decisions about key strategic issues. Pedagogically, this assignment will provide you with the opportunity to develop your writing, analysis, and communication skills. It also gives you the ability to apply course principles and practices.

For each of the group memos, please include a cover page with the names of everyone who contributed to the memo and the role they played in the memo. If a group member did not contribute, do not include that person’s name and s/he will not receive credit for the assignment. Everyone whose name does appear on the assignment will receive the same grade. The memo
should be 3-5 pages (not including the cover page), double spaced, 1-inch margins, and 12-point
Time New Roman font—this format is required of all written assignments. List references or
figures, if necessary, on a concluding page.

Format, grammar, punctuation, and spelling all matter. Please use paragraph headings.
Explain your reasoning clearly, succinctly, and convincingly to your target audience. When
you present your recommendations, make sure they are realistic and take the individuals,
context, timing, and other variables in the case into account. A strong memo always
considers the most compelling alternative explanations or recommendations, as well as
criticisms of your ideas, and makes an argument for why your choices are the best option in
this situation.

Memo outline:
- Open with a brief one-paragraph summary
  - What is the context, key issue(s), and your recommendation?
- Background: Diagnosis
  - Why is this group/department/organization facing these issues? Identify root
causes.
- Recommendations / next steps
  - What are your specific recommendations? Rationale? Alternatives?
  - How should your recommendations be implemented? What are the priorities?

Memo 1—The Satera Team at Imatron Systems
Please submit your memo by March 11th at 11:55 pm. Remember to only submit one copy per team.
- Target: You are a consultant hired by Rick Levinger to assess the situation
  and provide guidance to Gary Pinto. Please address your memo to Levinger.

Memo 2—Carolina for Kibera
Please submit your memo by April 22nd at 11:55 pm. Remember to only submit one copy per team.
- Target: Assume you are a consultant hired by Rye Barcott to assess the situation
  and provide guidance. Please address your memo to Barcott.

Everest Team
Your team will climb Mount Everest. The score which will be based on the percent of goals you
achieve as a team will be used to calculate this portion of your grade. In addition, you will be required
to submit a team memo specifically about the Everest climb. Please submit the team memo by March
25th at 11:55pm. Remember to only submit one copy per team. More details about the questions that
should be addressed will be posted as an Assignment in NYU Classes.
Management Analysis, Presentation and Memo

We will learn three models for analyzing management- and leadership-related issues—the Congruence model, Bob Behn’s Ratchet Up Performance model, and the Reframing model from our main textbook.

You can choose any of the three models for this assignment and then you will have two options:

1. Discuss and select one team member’s case—either a performance gap or an opportunity gap that s/he 1) observed or experienced, has some authority/ownership over, and has enough information to conduct a root cause analysis, 2) is interesting and motivating for the team to tackle, 3) is measurable, 4) could impact the team member and his/her organization, and 5) has a clear timeline. The organization/people can be anonymized.
2. Review a case study that will be assigned later in the semester and analyze the performance gap or opportunity gap.

Part 1

Please submit a brief memo with a write-up indicating whether you will be working on a team member’s case or the assigned case study by April 15th at 11:55pm. Only one per team please.

- Choose one of the two options—team member’s case or case study.
- Succinctly state the gap that you will address. Explain why you know it is a gap (i.e., the difference between expectations and reality for a performance gap).
- State the root causes and explain why you think they are the root causes.

Part 2-Management model presentation

Develop a team presentation summarizing your analysis of the problem along with your recommendations. All presentations will occur during our class meeting on April 30th. Each team will have 8 minutes to present their management model case followed by 4 minutes of Q&A. You are presenting to your target (i.e., the person in the organization you are writing to). You will be graded on: 1) Content—does the gap, root cause(s), congruence model, and action plan make sense? 2) Clarity—do you clearly communicate your message? 3) Persuasiveness—Are you convincing and memorable? You will be able to incorporate feedback from your professor and classmates into Part 3.

Part 3-Management model

Based on the presentation feedback, submit a memo with your full analysis using one of the management models. Please submit by May 8th at 11:55pm. Remember to only submit one copy per team.

- Target: Address an appropriate target in the organization and make it compelling/persuasive.
- State a revised and refined gap statement.
- Provide enough context, history, and organizational description to explain your gap, root cause analysis, and recommendations.
- Explain the root causes, why they are important, and why you focused on these (instead of something else), and what you learned from mapping them to the management model you selected (e.g., alignment problem between Critical Tasks and
Capabilities: Do the skills, abilities and motives of the employees fit with the task requirements? Consequential performance deficit requiring goal and monitoring.)

- Propose an action plan. Explain how it addresses the gap and root causes, why these are the best steps (instead of others), and how would these be carried out (e.g., order, timing).

**Henry and Lucy Moses Center for Students with Disabilities at NYU**

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities (CSD) website](https://mosescenter.nyu.edu/) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

**NYU’s Calendar Policy on Religious Holidays**

NYU’s Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

**Statement of Academic Integrity**

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner’s Academic Code](https://wagner.cuny.edu/academic-life/academic-code). All Wagner students have already read and signed the [Wagner Academic Oath](https://wagner.cuny.edu/academic-life/academic-oath). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If you are unsure about what is expected and how to abide by the academic code, you should consult with me.

**Class Schedule**

**Class 1 – January 29, 2019**

<table>
<thead>
<tr>
<th>Class 1</th>
<th>Introduction to Management and Leadership—Purpose and Goals</th>
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<tbody>
<tr>
<td>In Class Exercise:</td>
<td>Introduction and Goals</td>
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</table>

<table>
<thead>
<tr>
<th>Learning objective:</th>
<th>Lead and manage individuals, teams, and organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Understand the importance of purpose, mission, and vision</td>
</tr>
<tr>
<td>b.</td>
<td>Learn about goals and difference between big hairy audacious and SMART goals</td>
</tr>
</tbody>
</table>
Class 2 – February 5, 2019

Class 2  Goals, Mission, Knowing Yourself—Management & Leadership, Teams, Introduction to Reframing

Readings:  Reframing Organizations, Chapters 1 and 2


Denhardt Chapter, Knowing and Managing Yourself, (NYU Classes PDF)


Assignment:  Upload your five strengths from the Strengths Based Leadership Assessment to the google doc at this link.

In Class Team Exercise:  Team Launch (See Team Launch document posted on NYU Classes)

<table>
<thead>
<tr>
<th>Learning objective:</th>
<th>Lead and manage individuals, teams, and organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Examine your own behavior and beliefs about leadership and managerial behavior, and contrast, debate, and integrate these ideas with the theories and observations of others.</td>
</tr>
<tr>
<td>b.</td>
<td>Understand your strengths and weaknesses as a leader, manager, and individual contributor</td>
</tr>
</tbody>
</table>
Class 3 – February 12, 2019

Class 3 Analyzing Cases and Managerial Problem Solving

Topics: Defining problems in alignment; Applying the congruence model: strategic context, strategic choices, structure, culture, critical tasks, people, and performance.


Behn, Bob, Managerial Competence, October 2005; and The Elusive Team Chemistry, April 2014. NYU Classes PDF


Case writing: Post your brief answers to the following questions on NYU Classes in Assignments under “Lee Coker” by the start of class. Please come to class prepared to provide support for your perspective.

1. What is the performance gap (the motivating problem) in the Lee Coker case? What caused it?
2. How did Ed and Lee’s assumptions and behaviors contribute to the performance gap?
3. What should Lee do next?
4. What should Ed have done and when should he have done it?
Class 4 – February 19, 2019

Case:

Case writing:
Post your brief answers to the following questions on NYU Classes in Assignments under “Warren Wildfire” by the start of class. Please come to class prepared to provide support for your perspective.
1. Describe the context Wildfire faced in the early days off its development. Why might a single organizational structure not be effective?
2. What are the pros and cons of the three main organizational archetypes that Wildfire used: functional, matrix/hybrid, divisional?
3. How should an organization know when the structure should be changed?

Readings:
Reframing Chapter 3-5
Behn, Bob, Beware the Dysfunctional Org Chart, March 2008; and Stovepipe Bureaucracies Live, February 2006.

In Class Team Exercise:
Structural Building Exercise

Learning objective: Understanding Structural Options

<table>
<thead>
<tr>
<th>Learning objective</th>
<th>Understanding Structural Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Learn key features of organizations’ structures</td>
</tr>
<tr>
<td>b.</td>
<td>Discuss variations in organizational structures</td>
</tr>
<tr>
<td>c.</td>
<td>Identify problems that may result from different structures</td>
</tr>
</tbody>
</table>
### Class 5 – February 26, 2019

<table>
<thead>
<tr>
<th>Class 5</th>
<th>Structure continued, Human Resource Frame, and Motivation Theory</th>
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</thead>
<tbody>
<tr>
<td>Topics:</td>
<td>When to apply different types of motivation; Identity; Compensation; Tying motivation to mission and vision; job crafting</td>
</tr>
<tr>
<td>Readings:</td>
<td>Reframing, Human Resource Frame, Chapters 6-8.</td>
</tr>
</tbody>
</table>


Catalyst (2014, 2015). How to combat unconscious bias as an individual and as a leader.


Case writing: Post your brief answers to the following questions on NYU Classes in Assignments under “Burt’s Bees” before the start of class. Please come to class prepared to provide support for your perspective.

1. Why do employees job craft?
2. How would you summarize the way each person crafted his or her job? What does this tell you about the options that people have in crafting their jobs?
3. In what ways is job crafting beneficial for the four employees described in the case?
4. What could make the four employee’s job crafting costly to Burt’s Bees?
5. In general, what are the potential benefits and costs of job crafting?

Exercises: Before class, complete two (2) of the implicit association tests

<table>
<thead>
<tr>
<th>Learning objective:</th>
<th>Motivation</th>
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</thead>
<tbody>
<tr>
<td>a.</td>
<td>Recognizing individual and contextual differences in motivation</td>
</tr>
<tr>
<td>b.</td>
<td>Learning to approach motivation holistically</td>
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<tr>
<td>c.</td>
<td>Better understand the types and effects of individual and team goals</td>
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</tbody>
</table>
Class 6 – March 5, 2019

Class 6 | Negotiation
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Topics: | BATNA; reservation price; ZOPA; prioritizing interests; value creation; distributive versus integrative outcomes
| | Craver, C. B., Race and Negotiation Performance, Dispute Resolution Magazine, Fall 2001. [NYU Classes PDF](#)

Team MEMO
due 3/11/2019 by 11:55 pm:


Target: You are a consultant hired by Rick Levinger to assess the situation and provide guidance to Gary Pinto. Please address your memo to Levinger.

<table>
<thead>
<tr>
<th>Learning objective</th>
<th>How to create value</th>
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</thead>
<tbody>
<tr>
<td>a.</td>
<td>Understand the basics of negotiation</td>
</tr>
<tr>
<td>b.</td>
<td>Learn how to create value for yourself and others</td>
</tr>
<tr>
<td>c.</td>
<td>Gain comfort and confidence in approaching and engaging in a negotiation</td>
</tr>
</tbody>
</table>
Class 7 – March 12, 2019

Class 5  Team processes and effectiveness


Simulation:  Climb Mount Everest in Class—Please bring a computer or borrow one from Bobst library. Review information about your role, watch “How to Play Video.” In Simulation course pack.

<table>
<thead>
<tr>
<th>Learning objective:</th>
<th>Build teams effectively</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Learn when having teams is beneficial and when it is not</td>
</tr>
<tr>
<td>b.</td>
<td>Thinking through who should be on the team and why</td>
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<tr>
<td>c.</td>
<td>Identify the impact of different types of diversity on teams</td>
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<tr>
<td>d.</td>
<td>Understand the components for launching an effective team</td>
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<tr>
<td>e.</td>
<td>Manage team/group processes, relationships, and responsibilities</td>
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<tr>
<td>f.</td>
<td>Understand how teams can make decisions more effectively</td>
</tr>
</tbody>
</table>
Class 8 – March 26, 2019

Class 8

Team processes and effectiveness, continued

Everest Debrief

Readings:


Team MEMO due:


Specific questions for this assignment will be posted.

<table>
<thead>
<tr>
<th>Learning objective</th>
<th>Building and coaching teams; teamwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Manage team/group processes, relationships, and responsibilities</td>
</tr>
<tr>
<td>b.</td>
<td>Understand how teams can make decisions more effectively</td>
</tr>
<tr>
<td>c.</td>
<td>Use frameworks for evaluating team effectiveness</td>
</tr>
<tr>
<td>d.</td>
<td>Understand the basics of teaming</td>
</tr>
</tbody>
</table>
Class 9 – April 2, 2019


Fill out the Kidney case survey by March 25 at 11:55 pm.

Readings: Reframing, Chapters 9 and 10.


Case writing: Post your answers to the following questions on NYU Classes in Assignments under “Rev Brown” before the start of class. Please come to class prepared to provide support for your perspective.

1. What are the root causes of the crisis?
3. How did his power allow him to achieve success to date? How will his existing power sources help or hinder his achievement of his future objectives?
4. What influence tactics do they use? How do they use them?
5. Consider the power dynamics in the coalitional leadership structure.
6. What are the costs and benefits to this approach, given the objectives of the coalition?

Video 1: Watch this Nancy Duarte video (minutes 2:20-15:40) to think more deeply about how great speeches are structured.

Video 2: Watch this public speaking for quiet people video (only for as long as it’s helpful to you)

Video 3: Watch this 7 minute video about story boarding

Video 4: Watch this 11.5 minute video about how to run an effective meeting (think about how you would adapt this to your organization)

<table>
<thead>
<tr>
<th>Learning objective</th>
<th>Using your power for good</th>
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</thead>
<tbody>
<tr>
<td>a.</td>
<td>Identify and learn to use your sources of power</td>
</tr>
<tr>
<td>b.</td>
<td>Map the power structure in your team, organization, and/or coalition</td>
</tr>
<tr>
<td>c.</td>
<td>Learn about influence in written and verbal communication</td>
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</tbody>
</table>
Class 10 – April 9, 2019

Class 10 Networking and Management Models


Post your answers to the following questions on NYU Classes in Assignments under “Unis-Cité” before the start of class.

Please come to class prepared to provide support for your perspective.

1. What is the gap?
2. What are the root causes of that gap? (If there are many, please prioritize the top three.)
3. What alignment issues are there?
4. What action plan do you recommend?

Learning objective: Problem solving & Strategy

<table>
<thead>
<tr>
<th>Learning objective</th>
<th>Problem solving &amp; Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Identify, analyze, and on underlying issues</td>
</tr>
<tr>
<td>b.</td>
<td>Analyze and assess environmental context</td>
</tr>
<tr>
<td>c.</td>
<td>Understand and work within formal and informal structures</td>
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</tbody>
</table>
Class 11 – April 16, 2019

Class 11  Organizational culture

Topics:  Culture as shared values; Culture as social control; Culture that benefits from diversity; Cultural fit; Creativity and innovation

Readings:  Reframing Chapters 12-14.

Schein E. H. (2010). Organizational culture and leadership defined (pp1-5). The three levels of culture (Ch2, pp. 23-33). Organizational culture and leadership: A Dynamic View. 4th Ed. San Francisco: Jossey-Bass Inc. NYU Classes PDF


Case writing:  Post your answers to the following questions on NYU Classes in Assignments under “Yelp” before the start of class.

1. What is the main organizational-change challenge highlighted in the case?
2. What are some key contextual factors for Rachel to consider in her recommendations?
3. What types of strategies should Rachel propose to increase diversity? How would you assess the effectiveness of these strategies?

In Class Exercise:  BARNGA

<table>
<thead>
<tr>
<th>Learning objective</th>
<th>Problem solving &amp; Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Identify, analyze, and use organizational culture</td>
</tr>
<tr>
<td>b.</td>
<td>Understand the impact of organizational culture on an organization’s ability to benefit from diversity</td>
</tr>
</tbody>
</table>
Class 12 – April 23, 2019

Class 12  Managing and measuring performance

Topics:  Reasons for measuring performance; Measurement approaches; Thinking through impact; Logic model


Case writing:  Post your answers to the following questions on NYU Classes in Assignments under “Harlem Children’s Zone” before the start of class. Please come to class prepared to provide support for your perspective.
1. What was the starting point for Rheedlen/Harlem Children’s Zone (HCZ) in the 1990s? What was making them successful? What was a challenge?
2. What was HCZ’s theory of change?
3. Apply the logic model to the HCZ case.
4. What were the strengths and weaknesses of implementation?


Learning objective:  Performance

| a. | Understand the difference between managing and measuring performance and why that matters |
| b. | Understand and use theory of change and logic models |
Class 13 – April 30, 2019

Class 13  Decision making and ethics and Leading Change


Case writing:  Post your answers to the following questions on NYU Classes in Assignments under “YWCA” before the start of class. Please come to class prepared to provide support for your perspective.

1. By 1970, in what ways was the YWCA and its work aligned and misaligned with its mission?
2. What were the goals behind the One Imperative? Explain the strategy used by members of the Conference of Black Women to reach these goals. How did the structure of the YWCA help and hurt this effort?
3. What advice would you give Helen Claytor, the national YWCA President, and Edith Lerrigo, the Executive Director, about how to implement the One Imperative in a federated organization with a good deal of local autonomy?

Learning objective:  How to make effective and moral decision

| a. | Improve your decision-making skills |
| b. | Consider the role of ethics and how it is different from good intentions |
| c. | Apply all of the above to demographic differences (e.g., race, gender, sexual orientation, nationality, religion, political orientation, etc.) |
| d. | Learning to read and respond to the external environment, especially to customers. |
| e. | Understanding the individual, team, organizational, and leadership components of leading change. |
Class 14 – May 7, 2019

Group presentations

Management model presentation. Each team will have 8 minutes to present their management model case followed by 4 minutes of Q&A. You are presenting to your target (i.e., the person in the organization you are writing to). You will be graded on: 1) Content—does the gap, root cause(s), management model, and action plan make sense? 2) Clarity—do you clearly communicate your message? 3) Persuasiveness—Are you convincing and memorable?

Audience. As an audience member, you will be given a sheet to fill out for each presentation. You are expected to listen carefully, ask clarifying questions after the presentation, and provide specific, useful, and reasonable advice to the presenter. Think about the advice you would want to receive and think about what would be of most value to the presenter.

Final Exam

The Management & Leadership final will be posted on NYU Classes after our last class on May 7th and you will have until Wednesday, May 15th at 11:55 pm to submit it.