



# Business Management

BUS 200 Spring 2022

Business Organizations and Management

Session 12



# MINDSET SHIFTS

## for organization transformation

AARON SACHS AND ANUPAM KUNDU, THOUGHTWORKS

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# Session 12 Agenda

Questions/Follow Up

Career/Academic Strategic Plans

Symbolic Frame – Leadership

Session 13 – Final Exam  
Presentations

Questions – Follow Up

**Any Questions?**

**Last Class 05/11**

**Final Papers and PPT Presentations 05/18**

Strategic  
Planning  
ModStarels

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**SWOT**

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**SOAR**

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**Force Field Analysis**

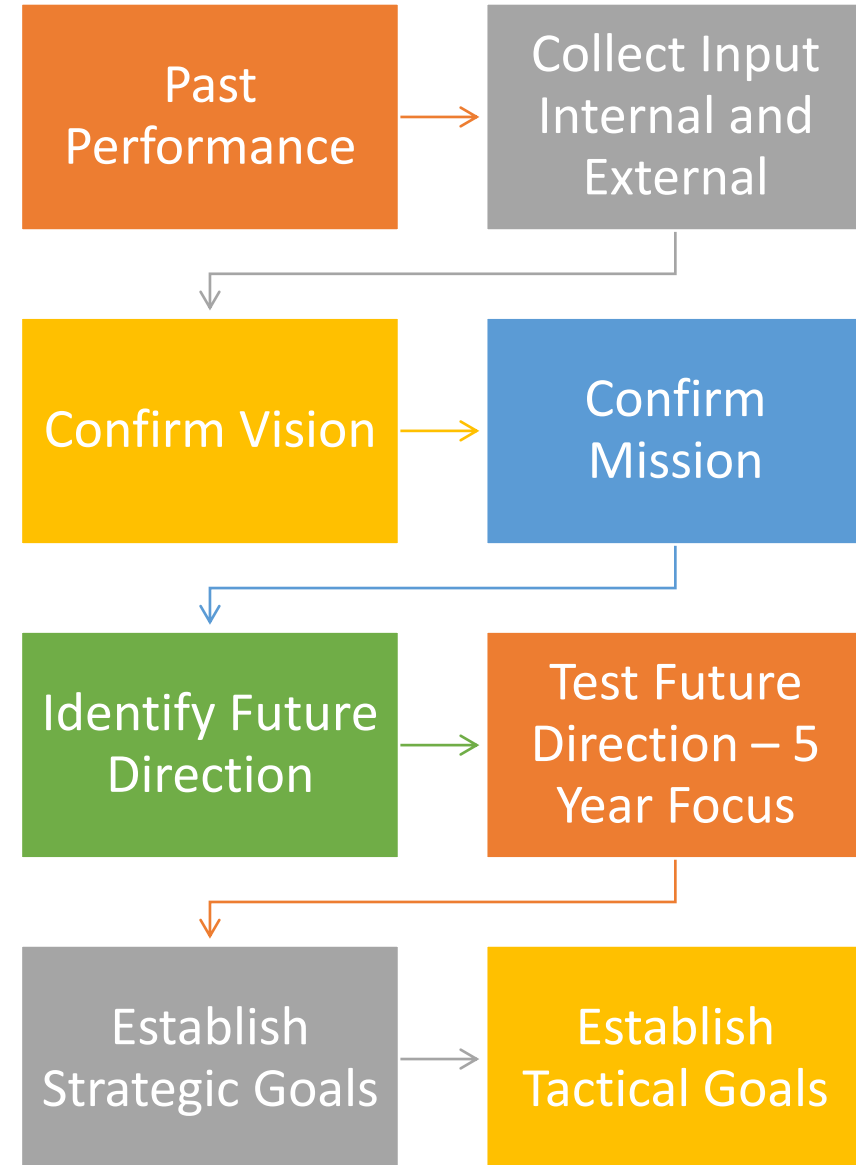
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**AI**

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**In Practice**

# Strategic Planning Theory In Practice



# FOUR ORGANIZATIONAL FRAMES

- **STRUCTURE** Roles, Goals, Policies, Alignment
- **PEOPLE** Needs, Skills, Relationships
- **POLITICAL** Power, Conflict, Competition, Politics
- **SYMBOLIC** Culture, Rituals, Heroes, Stories



# The Symbolic FRAME

**How Symbols, Myths, Vision,  
Values, Heroes, Heroines, Stories,  
Fairy Tales, Rituals, and Ceremony  
Shape an Organization's Culture**



How do these  
Symbols Define  
the Organization?

Give examples.



**Mission Statement**



**Founders**



**Stories – Myths**



**Trademarks**



**Packaging**



**Spokespersons**

# THE YMCA

The Young Men's Christian Association

**To put Christian principles into  
practice through programs that build  
healthy spirit, mind and body for all.**



Business

Symbol/Trademark/Log/Spokesperson

Identify a business

Symbol/Trademark/Logo

NEEDING TO CHANGE AND WHY?

Discussion  
Question  
#4

**In your own words  
define the symbolic  
frame and cite an  
example.**

# Anne Barreta

1. Describe the situation and the key players (their roles and relationship to each other)

2. Identify why this case study is related to the Symbolic Frame and defend your position.

3. How you would have addressed the conflict if you were the CEO of the organization?

# Progress Report 3 - Chapter 3

## The FOCUS

**The Central Issue(s) and The Link to:**

**The Theory of  
Organizational Frames**

Structure – Human Resources – Political – Symbolic

**Leadership Principles**

Values – Vision – Challenge – Empower - Heart

# Chapter 3

## The OUTLINE

- INTRODUCTION – What is the chapter going to address?
- What is the Central Issue(s) Identified?
- How is (are) this (these) Issue(s) linked to the two theories of organizations and leadership?
- SUMMARIZE – What did you present in this chapter?

## THE 5 PRACTICES & 10 COMMITMENTS



### MODEL THE WAY

1. Find your voice by clarifying your personal values.
2. Set the example by aligning actions with shared values.



### INSPIRE A SHARED VISION

3. Envision the future by imagining exciting and ennobling possibilities.
4. Enlist others in common vision by appealing to shared aspirations.



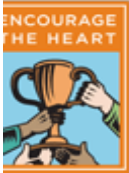
### CHALLENGE THE PROCESS

5. Search for opportunities by seeking innovative ways to change, grow, and improve.
6. Experiment and take risks by constantly generating small wins and learning from mistakes.



### ENABLE OTHERS TO ACT

7. Foster collaboration by promoting cooperative goals and building trust.
8. Strengthen others by sharing power and discretion.



### ENCOURAGE THE HEART

9. Recognise contributions by showing appreciation for individual excellence.
10. Celebrate the values and victories by creating a spirit of community.

Describe an experience you have had with a leader (boss) who displayed one of these leadership principles.

How did their behavior impact you?

What kind of leader do you want to be?



# FOUR ORGANIZATIONAL FRAMES

**STRUCTURAL**

**Roles, Goals, Policies, Alignment**

**PEOPLE**

**Needs, Skills, Relationships**

**POLITICAL**

**Power, Conflict, Competition, Politics**

**SYMBOLIC**

**Culture, Rituals, Heroes, Stories**

# Chapter 4

## Conclusions/Recommendations

### THE FOCUS

- **Restate your research topic.**
- **Restate the thesis.**
- **Summarize the main points.**
- **State the significance or results - recommendations**
- **Conclude your thoughts.**

[https://youtu.be/NvbzZSY6\\_nM](https://youtu.be/NvbzZSY6_nM)

# Chapter 4

## Conclusions/Recommendations

### THE OUTLINE

- INTRODUCTION – What is the chapter going to address?
- What was the topic, what was your thesis (assumption), what did you find as the central issue(s), what theory did you apply in analyzing these issue, what are your recommendations?
- SUMMARIZE – What did you present in this chapter?

# FINAL PAPER

- Cover page with your name ID# BUS 200 – section and date
- Executive summary (abstract)
- Table of contents
- The body of the report (Progress reports 1-2-3)
- Redesign (Recommendations)
- Bibliography

## **Grading Rubric:**

- 1.0 points – APA style fully employed
- 1.5 points – clearly summarized the case study and the problems presented
- 5 points – made a direct connection to the four frames and the problems presented in the case study
- 2.5 points – presented a redesign (recommendations) for improvement related to the four frames



# FINAL PPT PRESENTATION

## **Deliverable**

- In a video no longer than 10 minutes and no more than 8- 12 slides present your project (you may use PowerPoint) and include:
  - The Case Study summary – presentation of the key issues
  - Your analysis of the key issues based on the four frames
  - Your redesign (recommendations)

## **Grading Rubric**

- 2.5 Points: 10 minutes – 8 slides – clear and succinct
- 2.5 Points: clear verbal presentation of research process and findings

# Effective PowerPoint Presentations

**Titles 30 – 40**

**Body 20-24**

**Minimal Color**

**5- Points/Slide**

**1 slide per 1.5 – 2.0 minutes**

**No Reading**

**No Animation**

<https://screencast-o-matic.com/>

# YOU NEED TO KNOW

ALL GRADES will  
be SUBMITTED to  
CUNY FIRST on  
05/21/22

ANYONE AT < C  
can receive an  
INCOMPLETE  
GRADE (you need  
to email me to  
request this  
option by 05/20)

INCOMPLETE  
Grades need to be  
resolved by END  
OF THE SUMMER  
BREAK (Start of  
the FALL 22  
Semester)

An A grade = > 93  
points as of 05/20  
11:59 pm

Sessions 13  
05/18

- **Final Research Paper and PPT Presentation**