



Business Management

BUS 200 Spring 2022

Business Organizations and Management

Sessions 6



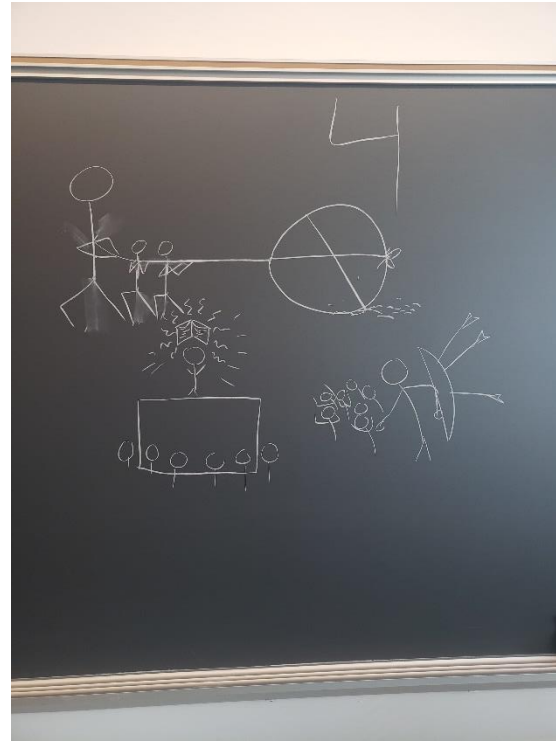
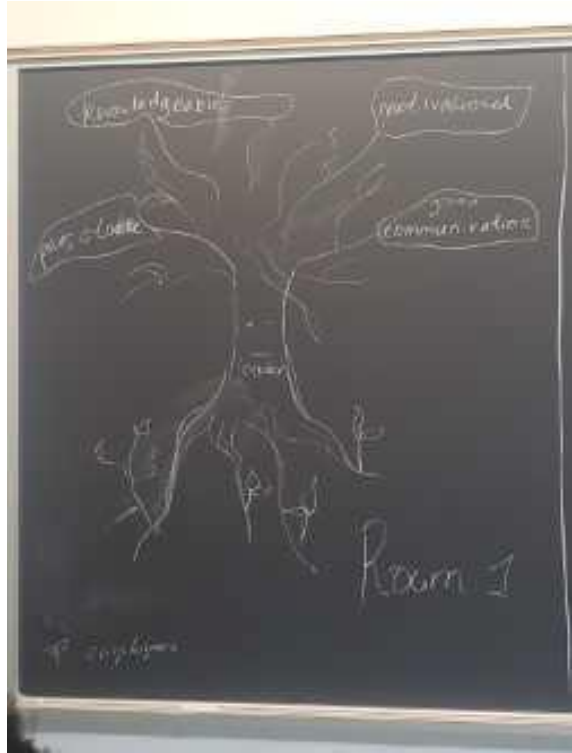
Sessions 6

- Review of Last Session
- Leadership Qualities
- The Structural Frame
- Discussion Question #1
- Case Analysis #1
- The Human Resource Frame
- BP Framing the Case
- Progress Report #1
- Session 7 Outlook

A CASE FOR REFRAMING ORGANIZATIONS

[Enron - The Biggest Fraud in History](#)

Question: What does this video tell us about organizations; how we define them and why we need to think about reframing them?



LEADERSHIP

The Theory: Organizational Frames

4 lenses through which to
view an organization to
assess its health and
diagnose problems

Structure

Human Resources

Political

Symbolic

Discussion Question #1

Discussion Question #1

In your own words, define organizational structure as presented by Bolman & Deal and give an example of an organizational structure situation you found in the Wall Street Journal, cite your example.



Discussion Question #1

In your own words define organizational **structure (FRAME #1)** as presented by Bolman & Deal and provide an example of an organizational structure situation you found in the Wall Street Journal, cite your example.

Roles & Responsibilities – Teams – Coordination – Problem Solving – Strategic Plan

STRUCTURAL FRAME

Define a Structural Frame

Organization Structure

- Two features ---- dividing work and coordinating work

Types of Structures and Situational Factors

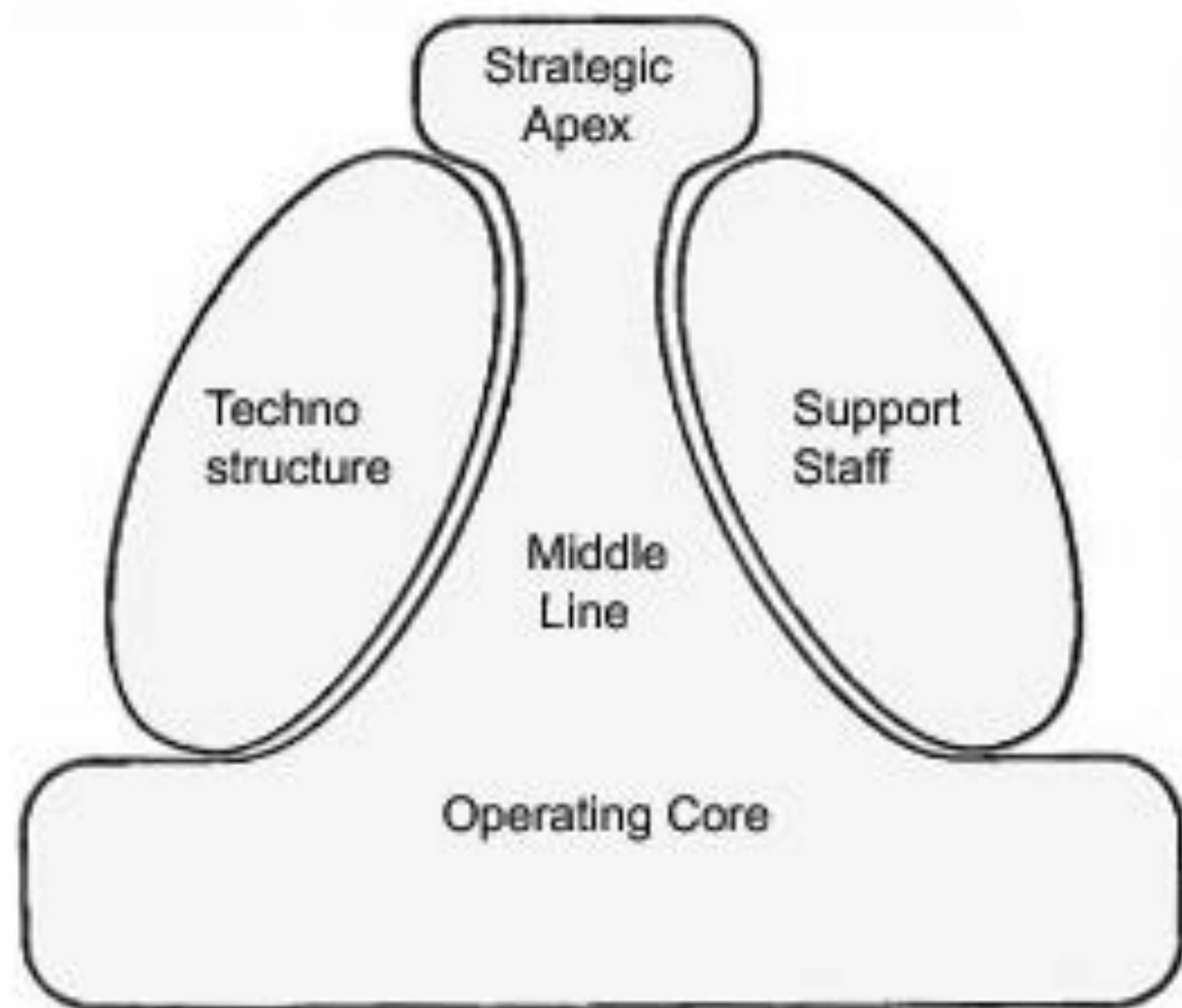
Amazon v. 911 Rescue Operation

Structural Change

- Amazon – McDonalds – Harvard – Zappos (how do their structures differ and why?)
- Mintzberg's Elements
- Restructure – structural dilemmas

Teams and Groups and Structure

- What makes a successful team?
- Six Teams that changed the world???



Analyzing a Case Study for Discussion Board

Read the Case Twice – first without any questions in mind and second with the analysis questions in mind.

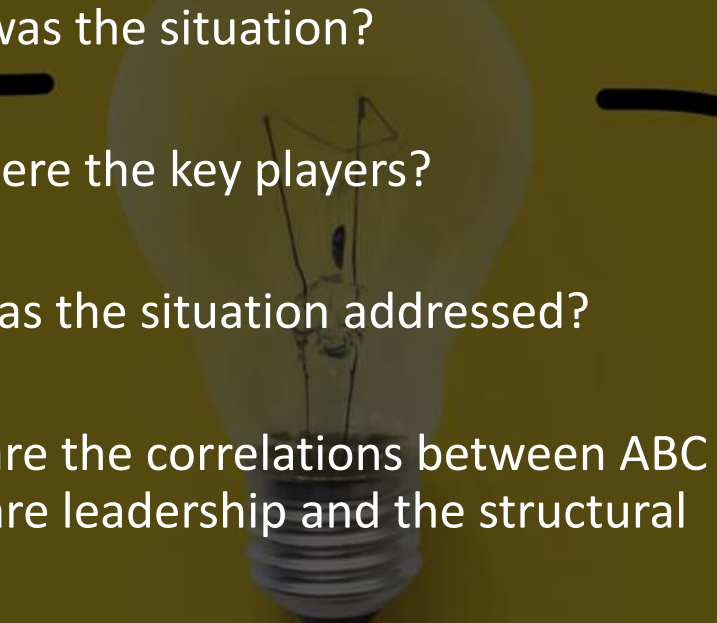
Describe the situation in your own words and the key players.

Through which organization frame do you view this problem/crisis and why?

How would you; using the organizational frame identified solve this problem?

Comment on 3 other students' posts

ABC Childcare Center: CASE IN POINT

- 
1. What was the situation?
 2. Who were the key players?
 3. How was the situation addressed?
 4. What are the correlations between ABC Childcare leadership and the structural frame?
 5. What would you have done differently if you were the CEO of the YMCA?

CASE STUDY #1 ABC Childcare Center

- Describe the situation in your own words and the key players.
Decentralized to Centralized Structure
Y CEO – Board of Directors - Childcare Director – Childcare Staff
- Through which organization frame do you view this problem/crisis and why?
Structure – Childcare Center will move into a new building with all other programs
- How would you; using the organizational frame identified solve this problem?
Keep salary increases – Board should raise more money to cover cost of the overrun on new building construction

Discussion
Question #2

What are the major components in a human resource management system?

The Human Resource Management System



How to Better Manage People

- **What's Google's Secret (they have more applicants/available jobs than Harvard has applicants/available seats)**
- **Who is Robert Owen – what's his story?**
- **What are the basic Human Resource Principles and why are they important?**
- **Wegmans – Enterprise – Zappos – Costco (what are the difference in how they manage their people?)**

Interpersonal Relationships

- **Why should we consider interpersonal relationship when discussing Human Resources?**
- **How do teams play an integral role in organizations?**
- **What are the best practices in managing interpersonal relationships in an organization?**

The HUMAN RESOURCE FRAME

Steve Jobs on Managing People

<https://www.youtube.com/watch?v=f60dheI4ARg>

How does Steve Jobs' thoughts about managing people either compliment or contradict Bolman and Deal's depiction of the Human Resource frame? In small break out groups discuss your answers and be prepared to report back to the class

BP Deepwater Horizon

Deepwater Horizon - 10 Years Later

Describe the setting of this case study?

What was the organizational history of BP?

What was its current organizational structure prior to the disaster?

Session 7

03/30/22

1. Complete Case Analysis #2 and Post to BB Discussion Forum and comment on at least 3 other students' posts
2. Read BP pages 4 – 6 Be prepared to discuss the following questions: What were the issues related to BP's organizational structure, human resource management, and safety protocols?
3. Review Sample Progress Report #1