

**The Creating Effective Organizations (CEO) Core course
And
The Management Department Core Curriculum**

Draft Prepared for the Executive Committee

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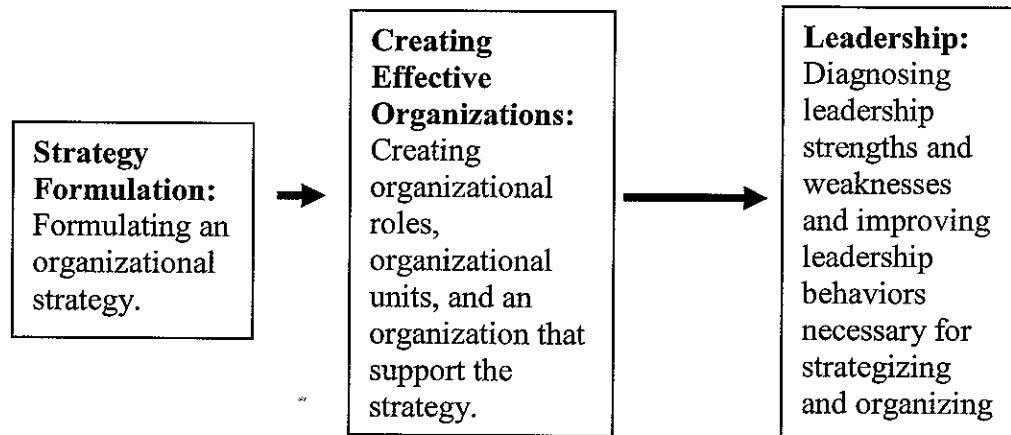
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Three Management Core Courses

Each of the management core courses deals with a different and complementary part of what goes into effective leadership and management:



- The formulating strategy course, rather evidently, covers the formulation of strategy.
- The creating effective organization course covers recognizing and overcoming organizational obstacles to the achievement of strategies, by creating effective organizations, effective organizational units, and even organizational roles that can assist in achieving strategic objectives.
- The leadership course covers understanding and enhancing the personal leadership behaviors of students necessary to strategize and organize effectively.

Social intelligence.

Three components:

- Strategy, per say does not fall in the area of social intelligence, it does however, require social intelligence competencies to be organized and lead effectively.
- The first component of social intelligence involves recognizing and acting on the social and organizational obstacles that impede the implementation of strategy. The Creating Effective Organizations core course covers these topics.
- The second involves recognizing personal weaknesses and strengths of leaders and capitalizing on the behavioral strength and improving their behavioral weaknesses. The leadership core course covers these topics.

The Management core courses (a quick overview)

The Strategy core course

This core class examines different facets of strategy: 1) Situation analysis to figure out what is the appropriate strategy for that situation – usually accomplished with Porters’ five forces framework; 2) more dynamic strategic approaches – whether they be at the level of firm strategy or corporate strategy.

The Creating Effective Organizations core course

The creating effective organization core class focuses on how, at each stage of their careers our students can contribute to creating an effective organization – “effective” means capable of contributing to the accomplishment of the firm’s strategic objectives.

- At an early stage, our students must carve an effective organizational role in the firm – they must have the social intelligence competencies: to fit in the organization culture, to recognize the skill set they will need to succeed, to find a mentor, and to network in order to achieve their job and be promoted.
- At mid-career, having demonstrated superior role performance, they can be promoted to a responsibility involving creating an effective organizational unit. This level requires a second set of social intelligence competencies, including organizational problem solving, dealing with inter-unit conflict, giving employees feedback, making a speech to employees, and so on.
- In later-career, having demonstrated their capacity to create effective units, our can be promoted to the role of creating an entire effective organization. Our students need to start developing the social intelligence competencies to function at this level of management – competencies like leading large-scale organizational change or networking outside the firm in order to bring in business.

By having the social intelligence competencies to create effective organizational roles, effective organizational units, and effective organizations, our students can succeed throughout their careers.

The Leadership core course

The leadership core course has a dual objective.

- Through the use of a 360 degree instrument – one that provides feedback to the student from his superior, peers and subordinates – the student can diagnose his sources of leadership strength and weaknesses.
- To learn to capitalize on the leadership behaviors in which students exhibit strengths, and to help them develop the leadership behaviors which they can improve.

Why a Revised CEO?

The original impetus for the revision was that the Creating Effective Organization core course is no longer aligned with our students' educational needs.

The revised Creating Effective Organizations core class is an extension of its predecessor. At its core, it deals with the issue of strategy implementation, as a complement to the strategy formulation core course.

However, as more of our students have gravitated towards professional service firms, whether they be in investment banking, consulting, or real estate, fewer are, in their early career, responsible for implementing an entire strategy.

Much more likely, our students, upon graduation from CBS, are initially given the responsibility to create an effective role. If they prove their mettle in that role, they are then promoted to creating an effective unit. Finally, success in creating an effective unit is the path to upper managerial responsibilities in creating an effective organization.

The revised Creative Organization Core course takes the content of its predecessor and deploys it along this career model: early career success imperative – creating an effective job – followed by a mid-career success imperative – creating an effective unit – and finally a later career success imperative – creating an effective organization.

The advantages of this revised “packaging” are at least threefold.

- It aligns the Creating Effective Organization core course much more closely with our students' professional development.
- It enables the Creating Effective Organizations core course to connect with the School's emerging Program on Social Intelligence.
- It is better connected with the Leadership and Strategy core courses

The Creating Effective Organization Core Course (in Greater Detail)

Creating an Effective Position			
Case	Competencies	Key Concept for Class	IT Instruments
Erik Peterson (A) and (B)	Fit both skill and cultural	Three career phases; Culture and skill fit as a predictor of early career success	CareerLeader instrument
Case–Donna Dubinsky and Apple Computer (A) product	Being a good protégé	Alliances are exchange of currencies that can be banked. The mentor/ protégé relationship is such an alliance	
Leading the Josie Esquivel Franchise (A)	Forming social networks to accomplish your job and get promoted	Types of social networks and their utility	Networking instrument, to map social and ego networks
Creating an Effective Unit			
Case	Competencies	Key Concept for Class	IT Instruments
Yin-com and Yang-Net	Communication and Verbal persuasion	Making a speech to employees	
Rob Parson at Morgan Stanley (A)	Giving and receiving feedback	Managing a successful employee	
Karen Leary (A)	Managerial Problem Solving/conflict management	Creating Ethical Organizations	
Self Assessment-Multi Cultural Skills	Cross-cultural Management	Understanding how to relate to employees from other cultures	Trompenar cross cultural Instrument
EIS Simulation instructions and Jean Spire at Teleswitches Ltd. Case	Informal influence	informal influence organizational tool for change management	EIS Computer Simulation
Transforming the Finance Function at New York Stock Exchange	Teamwork (interdivisional)	Interdivisional Teamwork	

Creating an Effective Organization

Case	Competencies	Key Concept for Class	IT Instruments
Peter Browning and Continental Whitecap (A)	Managing Change	Managing large scale organizational change	
Franco Bernabe	External networking	Being a "rainmaker"	
GE's Two-Decade Transformation: Jack Welch's Leadership	Leadership Organizations	Leading Organizations	

Difference between the Creating Effective Organizational core class and the Leadership core class.

Put succinctly, the Creating Effective Organization places the locus of gaps in achieving strategic objectives in the organization architecture itself:

- Its processes (the activities that transform strategic goals into strategic outcomes)
- Its structures and IT technology (those elements under managerial control)
- Its people (their knowledge, skills, demeanor, personal values, traits and abilities)
- Its culture (the values and norms of the organization).
- Its social networks (the informal patterns of interactions between employees)

The analysis of managerial problems and opportunities, whether it is at the level of an organizational role, and organizational unit or an entire organization involves:

- Diagnosing which part of the organizational architecture is causing the non-achievement of strategic objectives.
- Finding solutions that correct or capitalize on processes, structures, people, culture
- Implementing these solutions (managing the changes) without undue costs to the organization and its employees in a way that the organization can perform and continue performing in alignment with strategic objectives.

Put succinctly, the Leadership class places the locus of gaps in achieving strategic objectives in the Leader, him or herself. Their competence in:

- Negotiation/Conflict Resolution
- Team leadership
- Decision-making
- Perceiving Others Accurately
- Motivation
- Interpersonal influence

The fundamental difference between the two core courses therefore is the locus of causality for the non-achievement of strategy. The leadership core class focuses on the leader. The Creating effective Organization core class focuses on the organization.

To provide a concrete example – both classes might focus on employee conflict – but in very different ways.

- The CEO core class would examine whether processes, structures, people, culture, or social networks were the cause of the conflict, and therefore, by being altered, the solution to resolving this conflict.
- The Leadership core class would analyze the leader's conflict resolution style and would help the student in learning and exercising conflict resolution techniques.

Differences between the Strategy Formulation Core Class and both the CEO and leadership core classes.

“Forms follows function” is the bedrock on which management scholars build. The function of the organization is the strategy the organization pursues. The form of the organization is the organizational architecture and leadership that must be put in place for the strategic function to be accomplished.

Put simply, the Strategy core course deals with the “function” dimension of the form-follows-function equation. Examining the competitive situation and deciding what strategy to follow. Whereas the Creating Effective Organization and Leadership core courses deal with the “form” dimension of that equation; how to overcome organizational obstacles to accomplishing strategic objectives, and the right type of well trained leader to do so.

In Conclusion

Because of its position between the Strategy and the Leadership core course. It is imperative that the Creating Effective Organizations serve as a bridge to both. The revised Creating Effective Organization course plays this bridging function. On the one hand, it provides the link between strategy formulation and strategy implementation. On the other hand in provides the organization awareness dimension of social intelligence and set the stage for the leadership dimension of social intelligence.