

McGill University – Desautels Faculty of Management

MGPO 705 Seminar in Policy: Revisiting Management and Organization: HM 1968-2016 Fall 2016 (*may span into Winter 2017*)

This course is not open to 1st-year PhD students. Preference to be given to Strategy Area students.

Joint Doctoral Program Course

This course, which revisits my main work across my career; will be **open to students** in the joint doctoral program. We shall meet on available Mondays, **3-6**, for twelve sessions, from 12 September to **19 December [exam period]**.

Everyone will be asked to do the readings each week and submit electronically 2 hours before the start of each class the following on one page: “I have completed all the readings and here are some comments, questions, and/or reactions.” Most of the class time will be devoted to discussing these. A short paper, reacting to all this, especially the class discussions, will be required at the end of the course. Participants are invited, at your own discretion, to probe into how any of the readings of a particular session have been used in other publications.

Tentative Agenda

12 September 2016: **Class 1:**

Overview of “Policy as a Field of Management Theory” (article by this title, my first and recent article, “25 Years Later”, TWOGs for every session)

<http://amr.aom.org/content/2/1/88.full>: DISTRIBUTE HARD COPY

<https://hbr.org/2015/12/rescuing-capitalism-from-itself>

<http://www.mintzberg.org/sites/default/files/article/download/25years.pdf>

26 September 2016: **Class 2:**

Planning on the Left Side, Managing on the Right (chapters 3 and 4 of *Mintzberg on Management*)

<https://hbr.org/1976/07/planning-on-the-left-side-and-managing-on-the-right/ar/1>

17 October 2016: **Class 3:**

Developing Theory about the Development of Theory (paper by that title; also “Researching the Researching of Walking”)

http://www.mintzberg.org/sites/default/files/article/download/developing_theory_about_the_development_of_theory_jan_2014.pdf

<http://jmi.sagepub.com/content/11/4/426.full.pdf+html>

24 October 2016: **Class 4:**

Simply Managing PURCHASE BOOK AT McGill BOOKSTORE (book by that title [178 pages]; papers on “Covert Leadership” and “The Managers’ Job, Folklore and Fact”)

<https://hbr.org/1998/11/covert-leadership-notes-on-managing-professionals/ar/1>

<https://hbr.org/product/manager-s-job-folklore-and-fact-hbr-onpoint-enhanced-edition/an/5429-PDF-ENG>

31 October 2016: Class 5:

Organizing in 7s (Part II of *Mintzberg on Management*, sections from Power book, paper on Communityship, Power and Organization “life cycles” DISTRIBUTE HARD COPY, Who should control the corporation))

http://www.amazon.com/exec/obidos/ASIN/0029213711/qid=981312654/sr=1-2/ref=sc_b_2/102-8831915-2000133

<https://fke2014.files.wordpress.com/2014/02/wh0-should-control-the-corporation.pdf>

HARD COPIES FOR COMMUNITYSHIP ARTICLE

14 November 2016: Class 6:

Decision-Making: It's not what you think (paper by this title on the Art, Craft, and Science; of decision making; also the “The Structure of Unstructured Decision Processes”; and the paper on the “Black Stool” with Langley et al, [also “Decision in the way”]

<http://sloanreview.mit.edu/article/decision-making-its-not-what-you-think/>

<http://www.jstor.org/stable/2392045>

http://www.jstor.org/stable/2635251?seq=1#page_scan_tab_contents

<http://oss.sagepub.com/content/11/1/001.full.pdf+html>

21 November 2016: Class 7:

Strategy Formation (chapters from *Tracking Strategies* and from *The Rise and Fall of Strategic Planning*, also set of papers on “The Honda Effect” (Learning 1, Planning 0, perhaps in mintzberg on management?)

<http://onlinelibrary.wiley.com/doi/10.1002/smj.4250120606/epdf>

28 November 2016: Class 8:

Management education and development (papers on “Developing Naturally” (GET ELECTRONIC COPY FROM SANTA) and on “Impact,”) excerpts from *Managers not MBAs*, and paper “Five Minds of the Manager”, and Joint Doctoral Program [with Jean-Marie Toulouse])

<http://www.mintzberg.org/sites/default/files/article/download/odpractitioner43no3.pdf>

<https://hbr.org/2003/11/the-five-minds-of-a-manager/ar/1>

05 December 2016: Class 9:

Questioning MANAGEMENT (various articles: “Musing on Management”, “A Note on that Dirty Word Efficiency” DISTRIBUTE HARD COPY, “Rebuilding American Enterprise” DISTRIBUTE HARD COPY, “Managing Government, Governing Management: DISTRIBUTE HARD COPY, “Customizing Customization” [with Joe Lampel], “Managing the Myths of Health Care,” “Organigraphs”

<http://sloanreview.mit.edu/article/customizing-customization>

http://www.mintzberg.org/sites/default/files/article/download/managing_the_myths_of_health_care.pdf

TRACK DOWN: Re-viewing the Organization (with Ludo Van der Heyden)

12 December 2016: Class 10:

Rebalancing Society (book by that title [93 pages], op-ed on global warming)

http://www.mintzberg.org/sites/default/files/page/rebalancing_full.pdf

19 December 2016: Class 11:

On the Plural Sector (SSIR articles, “Doers and Helpers”)

http://www.mintzberg.org/sites/default/files/article/download/juxtaposing_doers_and_helpers_community_dev_journal_2010.pdf

Full Day, to be scheduled (maybe up north, during holidays, or after): Class 12:

Discussion of participants’ short papers and closing

1) Right to submit in English or French written work that is to be graded [approved by Senate on 21 January 2009]:

In accord with McGill University's Charter of Students' Rights, students in this course have the right to submit in English or in French any written work that is to be graded.

This right applies to all written work that is to be graded, from one-word answers to dissertations.

This statement is not needed for courses in which acquiring proficiency in a language is one of the objectives or for courses in which students do not submit written work that is to be graded.

Instructors who cannot grade French written work should consult their Chair/Director or Dean, in faculties without departments, to make arrangements for grading French submissions.

2) Academic Integrity statement [approved by Senate on 29 January 2003]:

McGill University values academic integrity. Therefore all students must understand the meaning and consequences of cheating, plagiarism and other academic offences under the Code of Student Conduct and Disciplinary Procedures (see www.mcgill.ca/students/srr/honest/ for more information).

You may use this FRENCH TRANSLATION of the Academic Integrity statement on your course outlines as you see fit:

L'université McGill attache une haute importance à l'honnêteté académique. Il incombe par conséquent à tous les étudiants de comprendre ce que l'on entend par tricherie, plagiat et autres infractions académiques, ainsi que les conséquences que peuvent avoir de telles actions, selon le Code de conduite de l'étudiant et des procédures disciplinaires (pour de plus amples renseignements, veuillez consulter le site www.mcgill.ca/students/srr/honest/).

N.B. Failure by an instructor to include a statement about academic integrity on a course outline shall not constitute an excuse by a student for violating the Code of Student Conduct and Disciplinary Procedures [Senate, 29 January 2003].

Code of Professional Conduct in the Classroom
Desautels Faculty of Management
McGill University

In preparing our students for careers in business, government, and non-profit organizations, it is essential that we strive for the highest levels of professionalism. Central to that objective is the development of a respectful and professional atmosphere in and around the classroom. It is expected that both students and professors will treat each other as well as visitors to the Faculty with respect and consideration. In order to foster such an environment, the following is expected of all parties:

Communal Responsibilities:

- **Classroom Preparation:** Students and professors must come to class prepared for that day's topic and ready to engage themselves.
- **Timeliness:** Both students and professors should arrive before the official start of class, such that the professor then begins class on time. It is the responsibility of the professor to then end class on time, thus not causing students to be late for their next class.
- **Food:** Individuals should be discreet in the bringing of food into the classroom, and it is the responsibility of each person to properly dispose of any waste they may create so as not to detract from the development of a professional atmosphere.

Student Responsibilities:

- **Electronics:** Electronics should only be used in support of the classroom experience. Towards this end, the following policies hold:
 - Cell phones/blackberries should be turned completely "Off" (Using the "Silent" mode is not sufficient). At no time should someone during the course of the class engage in making/receiving phone calls, sending/receiving SMS's/emails, using cameras, or surfing the internet with such devices.
 - The use of computers is at the discretion of the professor, and should be made clear by him/her. If they are allowed, they should only be used to support that day's material (i.e., taking notes, using the web as directed by the professor). Checking email, surfing the web for non-class related topics, chatting on the net, or working on other projects are not acceptable forms of behavior.
 - All other forms of electronics (i-pods, MP3 players, PDAs, etc), should also be maintained in the "Off" position.
- **Newspapers/Other Material:** No one should be reading newspapers or other material not related to that day's class.
- **Leaving Class:** Students should not be walking in and out of class to attend to other matters.

Professor Responsibilities:

- **Class Cancellation:** If a professor cancels a class, he/she must reschedule it with proper notice to all students. The Area Coordinator and Associate Dean Academic should be notified of such cancellations.
- **Returning Assignments:** Assuming their assignments are turned in on time, students are entitled to have their coursework returned within a reasonable amount of time and be provided with appropriate feedback.
- **Final Grade Submission:** Professors are required to submit final grades in accordance with university-designated deadlines.