Comprehensive Case Notes

Page 1Organizational Behavior 18th edition Robbins and Judge Comprehensive Case Notes Page 2 Week 5 - Nov 25- Dec 1Case 2: Building a Coalition Learning of the most important organizational behavior challenges require coordinating plans and goals among groups. This case describes a multi-organizational effort, but the same principles of accommodation and compromise also apply when trying to work with multiple divisions within a single organization. You’ll create a blueprint for managing a complex development team’s progress, steering team members away from negative conflicts and toward productive discussion. You’ll also be asked to help create a new message for executives so they can lead effectively. Major Topic Areas Group dynamics maximizing team performance Organizational culture Integrative bargaining The Scenario the Feed the Poor Foundation, a large nonprofit social service agency, is teaming up with the public school system in its local region to improve student outcomes. There’s ample room for improvement. The schools have problems with truancy, low student performance, and crime. New staff quickly burns out as their initial enthusiasm for helping students is blunted by the harsh realities they encounter in the classroom. Turnover among new teachers is very high, and many of the best and brightest are the most likely to leave for schools that aren’t as troubled. Comprehensive Case Notes Page 3The plan is to create an experimental after-school program that will combine the Feed the Poor Foundation’s skill in raising private money and coordinating community leaders with the educational expertise of school staff. Ideally, the system will be financially self-sufficient, which is important because less money is available for schools than in the past. After several months of negotiation, the leaders of the Feed the Poor Foundation and the school system have agreed that the best course is to develop a new agency that will draw on resources from both organizations. The Feed the Poor Foundation will provide logistical support and program development and measurement staff; the school system will provide classrooms and teaching staff. The first stage in bringing this new plan to fruition is the formation of an executive development team. This team will span multiple functional areas and establish the operating plan for improving school performance. Its cross-organizational nature means representatives from both the Feed the Poor Foundation and the school district must participate. The National Coalition for Parental Involvement in Education (NCPIE) is also going to be a major partner in the program, acting as a representative for parents on behalf of the PTA. Conflict and Agreement in the Development Team While it would be perfect if all the groups could work together easily to improve student outcomes, there is little doubt some substantive conflicts will arise. Each group has its own interests, and in some cases these are directly opposed to one another.