

Organizational Behavior in Jewish Nonprofits (HRNS 237b)

Hornstein Jewish Professional Leadership Program • Brandeis University • Spring 2018

INSTRUCTOR INFORMATION

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COURSE OVERVIEW

The work of the Jewish community in the United States is conducted through more than 10,000 local, regional, national, and international nonprofit Jewish organizations. This course will provide you with insights into how Jewish nonprofit organizations operate and how they are managed, and will help you to acquire the knowledge and skills that you will need to function effectively as a professional in a Jewish nonprofit.

Organizations are ubiquitous in modern society. Although this course is primarily about Jewish organizations, the topics that will be covered are not uniquely Jewish. The organizational processes that take place in Jewish organizations also operate in other nonprofits, as well as in businesses and government agencies. Therefore, to acquire a deeper understanding of Jewish organizations, it is necessary to first understand the general principles that underlie all organizations.

Consequently, this course will approach the study of Jewish nonprofits by exploring concepts and principles from two academic fields that focus on organizations, nonprofit management and organizational behavior. To provide you with an understanding of the organizational issues that are relevant to nonprofits, Part 1 of the course will explore the nonprofit management literature. Part 2, which focuses on the individual attitudes and behaviors of managers, staff, and volunteers, and Part 3, which focuses on interpersonal relationships and group dynamics, will draw upon writings from the organizational behavior literature. Readings and cases from a variety of Jewish sources will be used throughout the semester to place the course concepts in a Jewish context.

COURSE GOALS

- to provide you with a conceptual understanding of the elements of nonprofit management and the principles of organizational behavior
- to help you acquire an appreciation of how Jewish nonprofit organizations are simultaneously similar to and different from other types of organizations
- to elucidate how knowledge of organizational behavior and principles of nonprofit management can improve Jewish nonprofits
- to acquaint you with Jewish teachings relevant to organizational life
- to develop practical skills that will help you to further your career as a Jewish professional

DEVELOPING PRACTICAL MANAGEMENT SKILLS

Paula Caproni, the author of one of the texts for this course, describes five essential skills for effectiveness in any organization:

- developing the habit of lifelong learning and critical thinking
- developing greater self-awareness regarding your strengths and areas for growth
- creating a broad and diverse network of high-quality relationships
- creating an environment that brings out the best in others
- crafting a meaningful personal and professional life

Class activities, readings, and assignments have been designed to help you cultivate these skills.

TEXTS AND READINGS

This course is ambitious in scope, requiring a considerable amount of reading. As noted earlier, our selections will draw from the management literature, the nonprofit literature, and Jewish sources. Required texts, which are listed below, can be purchased online. Readings that are not in the texts will be available on LATTE, Brandeis University's online learning software, as PDF documents.

Bookman, T., & Kahn, W. A. (2007). *This house we build: Lessons for healthy synagogues and the people who dwell there*. Herndon, VA: The Alban Institute.

Note: First assigned reading is for the class meeting on February 8. Available from Amazon.

Caproni, P. (2011). *Management skills for everyday life: The practical coach*, third edition. Upper Saddle River, NJ: Prentice-Hall, Inc.

Note: First assigned reading is for March 1. Available from Amazon as a rental or used; a new book is costly. Please obtain only the third edition. The international third edition is less expensive.

Carlson, M., & Donohoe, M. (2010). *The executive director's guide to thriving as a nonprofit leader*. San Francisco, CA: Jossey-Bass.

Note: First assigned reading is for February 8. Available from Amazon.

Colquitt, J., Lepine, J. and Wesson, M. (2017). *Organizational behavior: Improving performance and commitment in the workplace, fifth edition*. New York: McGraw-Hill/Irwin.

Note: First assigned reading is for March 8. This is a custom PDF format ebook specifically for this course consisting of selected chapters from the full textbook (which costs around \$165). To purchase a copy, go to <https://create.mheducation.com/shop/> and type Jewish Nonprofits in the search box. Be sure there is a conference table on the cover of the ebook so you know that you have the right version. Follow the prompts. Cost is \$37.67.

Schein, E.H. (2013). *Humble inquiry: The gentle art of asking instead of telling*. San Francisco: Berrett-Koehler Publishers.

Note: First assigned reading is for March 29. Available from Amazon.

ASSIGNMENTS AND GRADING

Your final grade will be based on the following assignments. There will be no tests.

- *D'var Torah* – You will be giving a brief D'var Torah to the class on a topic relevant to Jewish organizations. Dates will be randomly assigned. (5%)
- *Jewish Nonprofit Memo* – You will be researching a Jewish nonprofit and writing a memo that provides an overview of the organization. **Due 2/8. (10%)**
- *Board President Interview* – You will be conducting an interview with the president of the board of a Jewish nonprofit and will describe what you learned in a paper. **Due 3/8. (20%)**
- *Self-Analysis Paper* – You will be writing a paper analyzing and describing your personal strengths and areas for growth in organizational settings. **Due 3/29. (20%)**
- *Exploration Paper* – You will be writing a paper that will enable you to probe more deeply into a course topic that is of particular interest to you. You will be able to choose from among three options. Details can be found below. (15%)
- *Organizational Analysis* – The final assignment will be done in pairs. You and a classmate will study a Jewish organization, write a case analysis, and give a presentation to the class. The presentation will be during the last class on April 26. **The paper is due 5/4. (30%)**

Guidelines for the D'var Torah will be distributed and explained during the first class and are available on LATTE. Guidelines for all of the other assignments will be available on LATTE well in advance of the due date.

EXPLORATION PAPERS

You are required to write one exploration paper during the semester on one of the topics described below. Once the due date has passed, you may no longer submit an exploration paper on that topic.

- *Capacity Building*: Choose a Jewish nonprofit that is very familiar to you and analyze it from a capacity building perspective using the material covered in the course. **Due 3/15.**
- *Meetings*: Attend a meeting at a Jewish nonprofit and analyze what takes place based on the material covered in the course. **Due 4/19.**
- *Listening*: Practice “humble inquiry” as described in the book by Edgar Schein and keep a journal describing your experiences. **Due 4/19.**

COURSE POLICIES

Preparation Time This is a four-credit course (with three hours of class-time per week). Success in this course is based on the expectation that students will spend a minimum of 9 hours of study time per week in preparation for class.

Disabilities If you are a student with a documented disability on record at Brandeis and wish to have a reasonable accommodation made for you, please see me immediately.

Laptops and Cell Phones You are encouraged to use a laptop to take notes during class. Please do not use your laptop or cell phone for Facebook, Twitter, web surfing or email during class.

Missed Classes You may miss one class without penalty. For each additional missed class, you will be required to write a paper on that week's topic. Please inform me if you know in advance that you are going to miss a particular class.

Weather Cancellations If Brandeis is closed because of the weather, class will still be held via Zoom.

Late Work Assignments are to be submitted on time. Late work will only be accepted under extenuating circumstances with advance approval. Establish good work habits now. There is research demonstrating the connections between student behaviors and later job performance.

Originality of Work You are expected to be familiar with and to follow the University's policies on academic integrity. ***Work done for another class and modified for this class is not acceptable.***

Quality of Work Work should always be professional in appearance and checked for grammatical and typographical errors. Assignments submitted for this class should be at the same level of quality as assignments that would be submitted to a manager at work who has high standards of quality.

WEEKLY TOPICS AND READING ASSIGNMENTS

Reading assignments for a given week's class should be completed prior to the class meeting. Reading assignments that are not in the course texts are designated below with an asterisk and can be found on LATTE. Full citations for all reading assignments can be found at the end of this syllabus.

PART 1: UNDERSTANDING NONPROFIT ORGANIZATIONS

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|---------------|--|
| Week 1 | The Complex Nature of Jewish Nonprofits |
| 1/11 | <i>Introduction to the course</i> Rosen, The remaking of Hillel* |
| 1/18 | NO CLASS: BRANDEIS MONDAY |
| Week 2 | The Nonprofit Sector and the Jewish Sector |
| 1/25 | <i>What are the characteristics and features of nonprofit organizations in the United States? What are the characteristics of the Jewish nonprofit sector?</i> Grobman, An introduction to the nonprofit sector* Edell, Inside the executive office* Burstein, Jewish nonprofit organizations in the U.S.* Nathan-Kazis, 26 billion bucks, the Jewish charity industry uncovered* Windmueller, Assessing the state of the nonprofit sector* |

2/1 **NO CLASS: PROFESSOR ROSEN OUT OF TOWN**

Week 3 **Governance**

2/8 *What are the responsibilities of a nonprofit board of directors? What are the intersecting roles of board members and professionals in Jewish nonprofits?*

Renz, Leadership, governance, and the work of the board*

Carlson and Donohoe, Chapters 11 and 12

Cohen and Fridman, What successful nonprofit board presidents wish they knew before their terms*

Week **Culture, Mission, and Vision**

Monday, 2/12 *What are the underlying values, principles, beliefs, practices, and assumptions that guide nonprofits? How do Jewish nonprofits define their mission and create a vision for the future?*

9:00 to Noon

Carlson and Donohoe, Chapter 4

Bookman and Kahn, Chapter 3

Allison and Kaye, Strategic planning for nonprofit organizations*

Hauser and House, Lead through vision and values*

Bookman and Kahn, Chapter 1

Week 5 **Capacity, Lifecycles, Collaboration, and Change**

2/15 *How do nonprofit organizations evolve over time and become more effective? When is it appropriate for nonprofits to collaborate or merge? How should Jewish nonprofits manage change?*

Stevens, Nonprofit lifecycles: Stage-based wisdom for nonprofit capacity*

Bikkurim and Wellspring Consulting, From first fruits to abundant harvest, pages 9-11, then skim the full report*

La Piana and Harrington, Strategic restructuring*

Carlson and Donohoe, Chapter 10

Brown, Inspired Jewish leadership*

Bookman and Kahn, Chapter 4

2/22 **NO CLASS: STARR SEMINAR**

PART 2: INDIVIDUAL BEHAVIOR AND JEWISH NONPROFIT EFFECTIVENESS

Week 6

3/1

Knowing and Managing Yourself

What recommendations do contemporary and Jewish writers offer for becoming a successful professional in a Jewish nonprofit?

Caproni, Chapters 1-2

Eurich, What self-awareness really is*

Chamorro-Premuzic, Less-confident people are more successful*

Neff, The space between self-esteem and self compassion (TEDx Talk)*

Brooks, The moral bucket list*

Morinis, Everyday holiness: The Jewish spiritual path of mussar*

Week 7

3/8

Managing Employees and Volunteers

How can Jewish nonprofits maximize employee performance and retain high-performing employees? What are the best ways to organize a volunteer program?

Colquitt, Chapter 2

Chamorro-Premuzic, Talent matters even more than people think*

Colquitt, Chapter 3

Schwartz and Porath, Why you hate work*

Leading Edge, Are Jewish organizations great places to work?*

Colquitt, Chapter 4

Kravetz, How an employee engagement survey can actually improve employee engagement*

Simon, Building a successful volunteer culture*

Week 8

3/15

Learning and Decision Making

What are the most effective ways to acquire job related knowledge and skills and solve organizational problems?

Colquitt, Chapter 8, pages 98-108

Gill, Developing a learning culture in nonprofit organizations*

Colquitt, Chapter 8, pages 108-121

Hammond, Keeney, and Raiffa, Smart choices*

Aldag, Behavioral Decision Making*

Thaler and Sunstein, Nudge*

Kahneman, Thinking fast and slow*

Tierney, Do you suffer from decision fatigue?*

PART 3: WORKING TOGETHER IN JEWISH NONPROFITS

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|--|---|
| Week 9 3/22 | Groups, Teams, Meetings, and Committees <i>What are the essential principles for maximizing the effectiveness of groups?</i> Caproni, Chapter 8 Duhigg, What Google learned from its quest to build the perfect team* |
| Week 10 Monday, 3/26 9:00 to Noon | Relationships <i>Why is it so important to foster trust, treat others fairly, and communicate effectively in Jewish nonprofits?</i> Caproni, Chapters 3-4 Berman and Bernard, Treating people well* Schein, Chapters 1-7 Wolfson, Relational Judaism* |
| 4/5 | NO CLASS: PASSOVER |
| Week 11 4/12 | Difficult People and Conflict <i>How does one work effectively with difficult people? What are the best approaches for working things out when conflict arises?</i> Caproni, Chapter 6, pages 229-234 Kislik, How to work with a manipulative person* Lubit, Tyranny of toxic managers* Rosen, Thank you for being such a pain* Colquitt, Chapter 13 (start at Conflict Resolution, page 144) Brown, Inspired Jewish leadership* |
| Week 12 4/19 | Influence, Power, and Politics <i>What are the most effective strategies for making sure one's ideas are heard and implemented in a Jewish nonprofit? What are the most effective tactics for working things out when political considerations dominate?</i> Colquitt, Chapter 13, (stop at Conflict Resolution, page 144) Caproni, Chapter 5 (complete Social Styles questionnaire on pages 193-194) Ferris, Davidson, and Perrew, pages 3-32 (complete Political Skill Inventory)* Bookman and Kahn, Chapter 17 |
| Week 13 4/26 | FINAL PRESENTATIONS: ORGANIZATIONAL ANALYSIS |

FULL CITATIONS FOR READING ASSIGNMENTS

- Aldag, R.J. (2012). Behavioral decision making: Implications for leadership and organizations. *Journal of Leadership and Organizational Studies*, 19(2), 133-141.
- Allison, M. and Kaye, J. (2005). *Strategic planning for nonprofit organizations: A practical guide and workbook*, 2nd edition. Hoboken, NJ: Wiley.
- Berman, L. and Bernard, J. (2018). *Treating people well*. New York: Scribner.
- Bikkurim and Wellspring Consulting (2012). *From first fruits to abundant harvest: Maximizing the potential of innovative Jewish start-ups*.
<http://bikkurim.org/wp-content/uploads/2014/11/Abundant-Harvest-Full-Report.pdf>
- Bookman, T. and Kahn, W. (2007). *This house we build: Lessons for healthy synagogues and the people who dwell there*. Herndon, VA: The Alban Institute.
- Brooks, D. (2015, April 11). The moral bucket list. *New York Times*.
- Brown, E. (2008). *Inspired Jewish leadership*. Woodstock, VT: Jewish Lights Publishing.
- Burstein, P. (2011). Jewish nonprofit organizations in the U.S.: A preliminary survey. *Contemporary Jewry*, 31: 129-148.
- Caproni, P. (2012). *Management skills for everyday life: The practical coach*, 3rd edition. Upper Saddle River, NJ: Prentice-Hall, Inc.
- Carlson, M. and Donohoe, M. (2010). *The executive director's guide to thriving as a nonprofit leader*. San Francisco, CA: Jossey-Bass.
- Chamorro-Premuzic, T. (2012, July 6). Less-confident people are more successful. *Harvard Business Review*. <https://hbr.org/2012/07/less-confident-people-are-more-su>
- Chamorro-Premuzic, T. (2016, October 4). Talent matters even more than people think. *Harvard Business Review*. <https://hbr.org/2016/10/talent-matters-even-more-than-people-think>
- Cohen, K. and Fridman, N.R. (2017, August 24). What successful nonprofit board presidents wish they knew before their terms. *eJewishPhilanthropy*. <http://ejewishphilanthropy.com/what-successful-nonprofit-board-presidents-wish-they-knew-before-their-terms/>
- Colquitt, J., Lepine, J. and Wesson, M. (2015). *Organizational behavior: Improving performance and commitment in the workplace*, 4th edition. New York: McGraw-Hill/Irwin.
- Duhigg, C. (2016, February 25). What Google learned from its quest to build the perfect team. *New York Times Magazine*.
- Edell, D. (2017, November 10). Inside the executive office: Trends that challenge nonprofit leaders in 2017. *eJewishPhilanthropy*. <http://ejewishphilanthropy.com/inside-the-executive-office-trends-that-challenge-nonprofit-leaders-in-2017/>
- Eurich, T. (2018, January 4). What self-awareness really is (and how to cultivate it). *Harvard Business Review*. <https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it>
- Ferris, G. R., Davidson, S. L., & Perrewe, P. L. (2005). *Political skill at work: Impact on work effectiveness*. Mountain View, CA: Davies-Black Pub.
- Gill, S. J. (2010). *Developing a learning culture in nonprofit organizations*. Los Angeles: SAGE.
- Grobman, G.M. (2015). *An introduction to the nonprofit sector*, 4th edition. Harrisburg, PA: White Hat Press.

- Hammond, J.S., Keeney, R.L., and Raiffa, H. (2015). *Smart choices: A practical guide to making better decisions*. Boston: Harvard Business Review Press.
- Hauser, M. and House, R.J. (2004). Lead through vision and values. In E.A. Locke (Ed.), *Handbook of the principles of organizational behavior* (pages 257–273). Malden, MA: Blackwell Publishing.
- Kahneman, D. (2011). *Thinking, fast and slow*. New York: Farrar, Straus and Giroux.
- Kislik, L. (2017, November 6). How to work with a manipulative person. *Harvard Business Review*.
<https://hbr.org/2017/11/how-to-work-with-a-manipulative-person?autocomplete=true>
- Kravetz, M. (2017, November 27). How an employee engagement survey can actually improve employee engagement. *eJewishPhilanthropy*. <http://ejewishphilanthropy.com/how-an-employee-engagement-survey-can-actually-improve-employee-engagement/>
- La Piana, D. and Harrington, B. (2011). Strategic restructuring: Collaboration, alliances, and mergers. In D.R. Heyman (2011). *Nonprofit management 101: A complete and practical guide for leaders and professionals* (pages 77-92). San Francisco, CA: Jossey-Bass.
- Leading Edge and Korn Ferry Hay Group. (2017). *Are Jewish organizations great places to work?*
<http://leadingedge.org/lptw-survey-2017/>
- Lubit, R. (2007). The tyranny of toxic managers: Applying emotional intelligence to deal with difficult personalities. In J.S. Osland, M.E. Turner, D.A. Kolb & I.M. Rubin (Eds.), *The organizational behavior reader*, 8th edition (pages 124–136). Upper Saddle River, NJ: Pearson Prentice Hall.
- Morinis, A. (2007). *Everyday holiness: The Jewish spiritual path of mussar*. Boston: Trumpeter.
- Nathan-Kazis, J. (2014, March 28). 26 billion bucks: The Jewish charity industry uncovered. Part 1 – Donors give more to Israel than to education. *The Forward*.
- Neff, K. (2013). The space between self-esteem and self compassion.
https://www.youtube.com/watch?v=IvtZBUSplr4&list=FLU9FNJyN4Qsf7lx_1XXeioA
- Renz, D. O. (2010). Leadership, governance, and the work of the board. In D.O. Renz (Ed.). *The Jossey-Bass handbook of nonprofit leadership and management*, 3rd edition (pages 125-156). San Francisco: Jossey-Bass.
- Rosen, M.I. (1998). *Thank you for being such a pain: Spiritual guidance for dealing with difficult people*. New York: Harmony Books.
- Rosen, M.I. (2006). *The remaking of Hillel: A case study on leadership and organizational transformation*. Waltham, MA: Brandeis University, Fisher-Bernstein Institute for Jewish Philanthropy and Leadership.
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- Tierney, J. (2011, August 17). Do you suffer from decision fatigue? *New York Times Magazine*.

- Windmueller, S. (2017, July 17). Assessing the state of the nonprofit sector: Too big, too small, just right. *eJewishPhilanthropy*. <http://ejewishphilanthropy.com/assessing-the-state-of-the-nonprofit-sector-too-big-too-small-just-right/>
- Wolfson, R. (2013). *Relational Judaism: Using the power of relationships to transform the Jewish community*. Woodstock, VT: Jewish Lights Publishing.