

International Organizations Management

Spring Semester, 2023—2024

Instructor	Jingyuan Xu
Time	TBD
Instruction Language	English
Course Credit	2.0
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Office Hours	By appointment

COURSE OVERVIEW

This course aims to develop student's knowledge about the role of international organizations (IOs) in global governance and explores how business and management tools can be applied in these settings to achieve better, more effective results. With perspectives on organizational theory, the course is intended to provide students with insights into the inner workings of IOs and the challenges they face in a changing world. Upon successful completion of the course, students will be able to generate new perspectives by applying effective, state-of-the-art management tools and principles to understand the functioning of IOs. This course is intended to provide students with the intellectual foundation necessary to pursue more specialized courses in global governance and global public policy analysis.

COURSE OBJECTIVES

This course will provide students with the knowledge and analytical skills related to international organizational management, including:

- Distinguish and re-examine the major influences of international organizations (IOs) on the provision of global public goods and global governance.
- Analyze critically the different aspects of IOs management: organizational goals and effectiveness, organization structure, personnel and financial management, communication and conflict resolution, leadership and organization culture.
- Generate new perspectives by applying various threads of theoretical knowledge to analyze the inner workings of IOs and the challenges they face.

CLASS PROTOCOL

- Class begins on time. Do not arrive late.
- Attendance at every class is expected. If you miss a class, it is your responsibility to obtain complete information on that class from another student in the course.
- Mobile phones and all other electronic devices should be turned off. Text messaging, emailing, and surfing the web are prohibited in class.
- Do all readings and assignments by the assigned dates.
- Plagiarism is strictly forbidden.

COURSE ASSESSMENT

Course grades will be based on: attendance (5%), class participation (10%), group presentation (25%) and a final exam (60%). These assignments are outlined below. Please note that students are required to pass BOTH the coursework assessment AND the examination before they can be awarded an overall passing grade for the course.

Attendance	5%
Class participation	10%
Group presentation	25%
Final exam	60%
Total	100%

Attendance [5%]: Attendance at every class is expected. Penalties apply to unexcused absences and excessive late arrivals. Final course grades will be reduced by 1% for each unexcused absence or excessive late arrival. If you miss class due to an unexcused absence, please let your instructor know ahead of time.

Class participation [10%]: I will also grade your class discussion after each class: check means that I am satisfied with your participation in class discussion; 0 means you remain silent during the whole class or just raise some points irrelevant to the theme of the week's reading materials.

Group presentation [25%]: Presentations are a significant part of learning activities in this course. Toward the end of the semester, the course will hold Presentation Weeks. Teams of 3-4 will be asked to present an “alternative perspective” on one chosen topic covered in the lectures. The main purpose of presentations is to exchange your understandings on the wide range of issues encompassed by this course, and to facilitate learning by doing and by exchanging views among students.

Final exam [60%]: The final exam will be evaluating both knowledge and application. In the first part of the exam (40%), students will be required to answer short questions (multiple choice and/or short answers) that are designed to assess the ability of the students to recall and apply both concepts and theories introduced in the readings and/or during the lectures. In the second part of the exam (60%), students will be asked to demonstrate an ability to apply theory to analyze and/or critically evaluate the workings and performance of IOs.

COURSE SCHEDULE

Week	Topic
1	Course Overview
2	Roles and Types of IOs in Global Governance
3	Organizational Theories
4	The Shifting Context of IOs
5	Goals and Effectiveness of IOs
6	Organizational Structure and Design
7	Strategic Decision-Making in IOs
8	Information, Technologies and IOs
9	International Civil Servants Management
10	Leadership in IOs
11	Communication and Conflicts in IOs
12	Public Private Partnerships
13	Marketing and Fundraising
14	Organizational Culture, Value and Ethics
15	The Future of IOs
16	Presentation and summary

TOPICS AND SELECTED READINGS

There is no assigned textbook for this course, though Jacob Katz Cogan, Ian Hurd and Ian Johnstone's *The Oxford Handbook of International Organizations*. (Oxford: Oxford University Press, 2017) is recommended as a good reference. Course readings include academic articles and book chapters, cases, and policy papers. For each topic, a reading list will be provided in the course syllabus.

Week 1 Course Overview

Lecture 1 will provide an overview of the course structure. The first lecture will briefly introduce the origins, purposes, mandate, structure and activities of those most important international organization that coordinates global action on peace and security, humanitarian protection, human rights, and economic and social development.

Week 2 Roles and Types of IOs in Global Governance

In recent decades, the number of international organizations has increased dramatically. Lecture 2 will classify international organizations by their diverse functions and distinguish between three main types of international organizations: inter-governmental organizations, international non-governmental organizations and multinational enterprises. The lecture will examine the role of international organizations in global governance and as well as their strengths and weaknesses.

- Amici, Marco and Denita Cepiku (2020). Chapter 2: Roles, Types, and Definitions of International Organizations. In *Performance Management in International Organizations*. Palgrave Macmillan.
- USAID (2021). [List of Public International Organizations](#).

Week 3 Organizational Theories

Lecture 3 will present and discuss the diversity of organizational management perspectives for studying IOs. The historical development of different paradigms will be reflected, the different theoretical approaches will be presented and their practical relevance will be discussed.

- Geri, Laurance R. (2001). New Public Management and the Reform of International Organizations. *International Review of Administrative Sciences*, 67(3), 445–460.
- Grohs, Stephan, and Daniel Rasch (2021). Administrative Convergence in the United Nations System? Patterns of Administrative Reform in Four United Nations Organizations over Time. *International Review of Administrative Sciences*, 87(4), 755-74.

Week 4 The Shifting Context of IOs

Lecture 4 will trace the history of IOs from their beginnings more than 150 years ago to the present. From growing anti-trade sentiments to the impact of climate change, to cyber-security in a hyper-connected world, most of the security threats of the 21st century will require greater cooperation across borders and collective action from governments, the private sector, and civil society. These shifts raise important questions for the future functioning of IOs.

- Herren, Madeleine (2017). Chapter 4: International Organizations, 1865– 1945. In Jacob Katz Cogan, Ian Hurd and Ian Johnstone (ed.) *The Oxford Handbook of International Organizations*. Oxford University Press.
- Chimni, B. S. (2017). Chapter 5: International Organizations, 1945– Present. In Jacob

Week 5 Goals and Effectiveness of IOs

While most IOs have mission statements that maximize consensus over goals—promoting peace, reducing poverty, protecting human rights—in practice, they all fall somewhere short of those goals. Lecture 5 will focus on how IOs can improve the results of their actions discussing the possible trajectories of management reforms and how they lead to performance improvements.

- Gutner, Tamar, and Alexander Thompson (2010). The Politics of IO Performance: A Framework. *The Review of International Organizations*, 5(3), 227–248.
- United Nations (2021). [The Sustainable Development Goals Report 2020](#).

Week 6 Organizational Structure and Design

Designers of IOs have many choices to make concerning an institution's architecture—the number and variety of an organization's organs, the organs' powers, the relationships of organs inter se, and their composition. Lecture 6 will look at the principal organs and related bodies that constitute IOs, describing their purpose, functions, composition, powers, and operations.

- Trondal, Jarle, Martin Marcussen, Torbjörn Larsson, and Frode Veggeland (2013). Departmental Dynamics in International Bureaucracies.” In *Unpacking International Organisations: The Dynamics of Compound Bureaucracies*, Manchester University Press.
- United Nations (2021). [The United Nations System](#).

Week 7 Strategic Decision-Making in IOs

Lecture 7 will be dedicated to the functioning of IOs: how decisions are made, what kinds of decisions, and various institutional issues associated with the decision-making process. Looking at how organizations function, as well as their structural features, the lecture will discuss the character of each organization and the character of the international system.

- Knill, Christoph, and Michael W. Bauer (2016). Policy-making by International Public Administrations: Concepts, Causes and Consequences. *Journal of European Public Policy*, 23(7), 949-59.
- United Nations (2022). [How Decisions are Made at the UN](#).

Week 8 Information, Technologies and IOs

Lecture 8 will look at the interaction between information, technology, and the broader management processes within IOs. The lecture will give examples illustrating the different categories of information managed by IOs and identifies criteria by which the "performance" of IOs in the gathering, analysis, and dissemination of information might be assessed. The lecture will also give examples of the relationship between technological manageability and social structure within IOs.

- Le Blanc, David and Jean-Marc Coicaud (2017). Chapter 31 Information Gathering, Analysis, and Dissemination. In Jacob Katz Cogan, Ian Hurd and Ian Johnstone (ed.) *The Oxford Handbook of International Organizations*. Oxford University Press.
- United Nations (2021). [The Secretary-General Roadmap for Digital Cooperation](#).

Week 9 International Civil Servants Management

Lecture 9 will introduce how international civil servants exercise influence in the spaces of governance through issue identification, agenda setting, policy negotiations, policy implementation and monitoring. What are their rights and duties formulated in general terms in the constituent instruments of their organizations, and detailed in staff rules and regulations adopted by each organization?

- Xu, Yi - Chong and Patrick Weller (2008). 'To Be, But not to Be Seen': Exploring the Impact of International Civil Servants." *Public Administration*, 86(1), 35–51.
- Jankauskas, Vytautas (2022). Delegation and Stewardship in International Organizations. *Journal of European Public Policy*, 29(4), 568-88.

Week 10 Leadership in IOs

Lecture 10 will explore the concept and practice of leadership in IOs. The lecture will explore different styles of leadership and examples of the practice of leadership by successive Secretaries-General in the UN system. The lecture will analyze several instruments of leadership – leadership through the power of convening, setting goals, marshaling evidence, and what we refer to as visionary leadership.

- Johnstone, Ian (2003). The Role of the UN Secretary-General: The Power of Persuasion Based on Law. *Global Governance*, 9(4), 441–458.
- United Nations Development Group (2017). [The UN Leadership Model](#).

Week 11 Communication and Conflicts in IOs

As IOs seek to expand their operations worldwide, differences in cultural background, customs, and language can sometimes lead to misunderstandings within organizations. Lecture 11 will introduce tools for effective conflict resolution and communication within the UN system that unites people with various backgrounds, effectively bridging cultural differences to create a more productive organizational environment.

- Piper, N., Foley, L. (2021). Global Partnerships in Governing Labour Migration: The Uneasy Relationship Between the ILO and IOM in the Promotion of Decent Work for Migrants. *Global Public Policy and Governance* 1, 256–278
- Kjøndal, K.L. (2021). Global Governance and Inter-Organizational Relationships in the Nuclear Safety Sector. *Global Public Policy and Governance* 1, 446–467

Week 12 Public Private Partnerships

Lecture 12 will introduce the role of cross-sector partnerships in addressing today's complex challenges as well as the unique management approaches that are needed to bring diverse stakeholders together. The lecture will assess the opportunities and challenges of partnership and provides examples of partnerships between international organizations and business, public agencies, and civil society.

- Kell, Georg (2017). Chapter 34 Relations with the Private Sector. In Jacob Katz Cogan, Ian Hurd and Ian Johnstone (ed.) *The Oxford Handbook of International Organizations*. Oxford University Press.
- International Labour Organization (2021). [Decent Work: An Alliance For The Future: Public-Private Partnerships With Universities, Knowledge And Research Centres](#).

Week 13 Marketing and Fundraising

Lecture 13 will introduce the practical skill of marketing and fundraising in international organizations. As IOs are facing increasingly competitive environments in gaining the funding

and public support necessary to fulfill their missions. The current economic situation has made it more critical than ever to use effective marketing management to build positive media attention and strong brand identity.

- Cogan, Jacob Katz (2017). Chapter 42. Financing and Budgets. In Jacob Katz Cogan, Ian Hurd and Ian Johnstone (ed.) *The Oxford Handbook of International Organizations*. Oxford University Press.
- International Labour Organization (2021). [ILO Voluntary Contributions for Development Cooperation Annual Report](#).

Week 14 Organizational Culture, Value and Ethics

All IOs confront questions about their legitimacy, accountability, and transparency, and all must operate by some rules regarding who can participate and how. Lecture 14 will discuss the universal values and ethics of democratic governance, which are raised with the increasing frequency of IOs studies.

- Stiglitz, Joseph E. (2003). Democratizing the International Monetary Fund and the World Bank: Governance and Accountability. *Governance*, 16(1), 111-39.
- Nelson, Stephen C. and Catherine Weaver(2017). Chapter 43. Organizational Culture. In Jacob Katz Cogan, Ian Hurd and Ian Johnstone (ed.) *The Oxford Handbook of International Organizations*. Oxford University Press.

Week 15 The Future of IOs

Lecture 15 will provide a review of the whole semester's lectures and discusses the emerging challenges of IOs management in the future. The last lecture will also give examples to examine China's increasingly assertive and proactive stance within these organizations.

- Pease, Kelly-Kate S. (2019). Global Governance in 2050. In *International Organizations: Perspectives on Global Governance*. Routledge
- Morris, Scott, Rowan Rockafellow and Sarah Rose (2021). [Mapping China's Participation in Multilateral Development Institutions and Funds](#).