



MGT 033: Organization Design

Term: 2020 Winter Session

Instructor: Staff

Language of Instruction: English

Classroom: TBA

Office Hours: TBA

Class Sessions Per Week: 6

Total Weeks: 4

Total Class Sessions: 25

Class Session Length (minutes): 145

Credit Hours: 4

Course Description:

This course introduces the macro theories of organization and the principles of organization structure and design. It explores the organization as a whole and its relationship with the environment. Topics discussed includes: organizations and organization theory, organizational purpose and structural design, open-system elements, organizational culture and ethnical value, innovation and change, decision making, conflict, power and politics. Both theoretical knowledge and practical applications are equally emphasized in this course.

Course outcomes:

1. Understand the organizational theory and principles of organizational design
2. Define different organizational structures
3. Explain the challenges of organizational design
4. Apply critical thinking skills to develop structural recommendations
5. Describe the interaction of organizational designs and competitive strategies
6. Explain how organizations both affect and are affected by their environments
7. Work as a team to complete a research project, cases, and exercises



Course Materials:

1. **Textbook**

Organization Theory and Design, 3rd Canadian Ed., by Daft, Richard L., Armstrong, Ann. (2016) Nelson Education.

2. **In-class handouts**

Course Format and Requirements:

Class time will be used for a combination of lectures, class discussions, and student presentations. Students are strongly encouraged to participate in class discussion. Please do not use electronic devices such as phones, iPads, computers, etc. during the lectures.

Attendance

Attendance at lectures is vital to get a thorough understanding of the material, but we will not check-up on you by circulating an attendance roster. Good attendance will be rewarded, however, in that all quiz questions and most exam questions will be drawn from the lectures. Furthermore, only those who attend class can earn points for participation.

Grading Scale:

A+: 98%-100%

A: 93%-97%

A-: 90%-92%

B+: 88%-89%

B: 83%-87%

B-: 80%-82%

C+: 78%-79%

C: 73%-77%

C-: 70%-72%

D+: 68%-69%

D: 63%-67%

D-: 60%-62%

F: Below 60%



Course Assignments:

Quizzes

Quizzes will usually consist of True-False, multiple choices and short answer essay questions. 6 quizzes will be given and the lowest will be dropped.

Case Study and Discussion

During the lectures, the instructor will illustrate various case and put forward discussion questions to enrich the class and deepen students’ understanding. Students are encouraged to actively participate the class discussion regarding different topics. The objective of this part is to demonstrate your preparation to the course, your understanding to course materials and your analytical and critical thinking.

Team Project

In teams of 3 to 4, you will analyze a case or a set of cases by applying appropriate theories to generate insights about organizational processes, design, and change.

The objective of this project is for students to demonstrate what they have learnt in the class and furthermore deepen their understanding of course materials. This part will also test students’ ability of applying theoretical knowledge to analyze and solve real world organization design issues.

The final deliverables includes a group presentation about 10-15 minutes long, to demonstrate your in-depth discussion in the case, and a final case write-up.

Noticing that, an effective case write-up begins with an introduction which states the issues of the case and the points to be discussed. The body of the analysis develops the ideas discussing the pros and cons of solutions and offering a recommendation. The conclusion summarizes the essential elements of the analysis.

Exams

One midterm exam and a final will be given. They may not be taken early, made-up, or turned in late. Students must comply with all applicable instructions to receive credit. The Exams will include multiple choices, discussion questions and case problems. During the exams, each student must work individually without consulting others.

Course Assessment:

Quizzes	10%
Case Study and Discussion	10%
Team Project	25%



Midterm Exam	20%
Final Exam	35%
Total	100%

Course Schedule:

Week 1- Class 1	Week 1- Class 2
Overview of the course; Go through syllabus; Students form teams	Organizations and Organization Theory: Organization theory in action; What is an organization?; Perspectives on organizations: open systems and organizational configuration;
Week 1- Class 3	Week 1- Class 4
Organizations and Organization Theory: Perspectives on organizations: open systems and organizational configuration (Cont.); Dimensions of organization design: structural and conceptual; The evolution of organization theory and design.	<u>Quiz 1</u> Strategy, Organization Design, and Effectiveness: The role of strategic direction on organization design; Organization purpose; Instruction of team project
Week 1- Class 5	Week 1- Class 6
Strategy, Organization Design, and Effectiveness: A framework for selecting strategy and design/structure; Assessing organizational effectiveness;	Strategy, Organization Design, and Effectiveness: Contingency effectiveness approach, resource based approach, and internal process approach; An integrated effectiveness model.
Week 2- Class 7	Week 2- Class 8
<u>Quiz 2</u> Fundamentals of Organization Structure: Organization structure; Information processing perspective in organization structure;	Fundamentals of Organization Structure: Organization design alternatives; Functional, divisional, and geographical designs;



Week 2- Class 9	Week 2- Class 10
Fundamentals of Organization Structure: Horizontal structure; Matrix structure;	Fundamentals of Organization Structure: Modular structure; Hybrid structure.
Week 2- Class 11	Week 2- Class 12
<u>Quiz 3</u> Open Systems Design Elements: The external environment; Inter-organizational Relationships;	Open Systems Design Elements: Organization size and life cycle and design/structure Comparative management. Review for midterm
Week 3- Class 13	Week 3- Class 14
<u>Midterm exam</u>	Organizational Culture and Organizational Design: Organizational culture; Organization design and culture; Culture and the learning organization;
Week 3- Class 15	Week 3- Class 16
Organizational Culture and Organizational Design: Ethical values in organizations; Leadership and culture and ethics.	<u>Quiz 4</u> Innovation and Change and Organizational Design: The strategic role of change; Elements of successful change;
Week 3- Class 17	Week 3- Class 18
Innovation and Change and Organizational Design: New products and services; Technology change; Strategy and structure change;	Innovation and Change and Organizational Design: Culture change; Strategies for implementing change.
Week 4- Class 19	Week 4- Class 20
<u>Quiz 5</u> Decision-Making Process:	Organizational decision-making; Decision-Making Process:



Rational approach; Bounded rationality perspective;	The learning organization;
Week 4- Class 21	Week 4- Class 22
Decision-Making Process: Contingency decision-making perspective; Special decision circumstances.	<u>Quiz 6</u> Conflict, Power, and Politics: Intergroup conflict in organizations; Power and organizations;
Week 4- Class 23	Week 4- Class 24
Conflict, Power, and Politics: Political processes in organizations; Using power, politics, and collaboration.	Team project final presentation
Week 4- Class 25	<u>Final Exam (Cumulative): TBA</u>
Course summary Review for final Team project write-up Due	

Academic Integrity:

Students are encouraged to study together, and to discuss lecture topics with one another, but all other work should be completed independently.

Students are expected to adhere to the standards of academic honesty and integrity that are described in the Shanghai Normal University's *Academic Conduct Code*. Any work suspected of violating the standards of the *Academic Conduct Code* will be reported to the Dean's Office. Penalties for violating the *Academic Conduct Code* may include dismissal from the program. All students have an individual responsibility to know and understand the provisions of the *Academic Conduct Code*.

Special Needs or Assistance:

Please contact the Administrative Office immediately if you have a learning disability, a medical issue, or any other type of problem that prevents professors from seeing you have learned the course material. Our goal is to help you learn, not to penalize you for issues which mask your learning.