

Course Details:

Course Title: Organization Theory and Design

Credit Hours: 3

Course Code: HRM 341

Pre-requisite: None

Course Description:

Organizations play a central role in our modern world. Their presence affects—or as some would say *infects*—virtually every aspect of contemporary social life. This course is about organizations— ‘what they are and what they do, how they have changed, and how people have thought about them and studied them’ (Scott and Davis 2007). It will cover several major theoretical approaches that have been used by social scientists to study organizations and will help students make more sense of the organizational world they inhabit. Both sociological and managerial perspectives on organizing will be covered.

Course Learning Outcomes:

Upon successful completion of the course, students should be able to:

- **CLO 1: *Develop*** an understanding of the study of organizations within a wider societal context.
- **CLO 2: *Describe*** how different organizational designs and structures respond to different characteristics of the external environment.
- **CLO 3: *Discuss*** classical, neoclassical and modern theories of organization, and their practical relevance to the contemporary organizational context.
- **CLO 4: *Demonstrate*** effective writing skills by incorporating academic evidence.

Required Course Material:

Textbooks:

Organization Theory and Design. [R.L. Daft, Cengage Learning].

Reference Book (s):

Organizational Theory, Design, and Change [Gareth R Jones, Pearson].

Weekly Schedule:

Week	Lecture No. and Topic	Preparation Material	Related CLOs
Wk 1	LECTURE 1: Introduction	Organization and its importance Dimensions of organizational design The evolution of organization theory and design Organizational configuration Efficient performance versus the learning organization	CLO #1

		Outline Discussion Project Brief	
Wk 2	LECTURE 2: Organizations and Structures	Organization structure Information sharing perspective on structure. Organization design alternatives Functional, divisional, and geographic designs Matrix structure Horizontal structure Virtual networks and outsourcing Hybrid structure Applications of structural design Group formation Class Activity: Daft- C&C Grocery	CLO #1, 2
Wk 3	LECTURE 3: Organizational Goals & Effectiveness	The role of strategic direction in organization design Organizational purpose Framework for selecting strategy and design. Assessing organizational effectiveness Traditional effectiveness approaches Balanced score card approach to effectiveness Class Activity: Daft- Designing a balanced scorecard. Project Selection (Share your topic and company)	CLO #1,2
Wk 4	LECTURE 4: Organizational Resources & Ecosystems	Organizational ecosystems Resource dependence Collaborative networks Population ecology Institutionalism Class Activity: Daft- Oxford plastics company Quiz 1	CLO #2
Wk 5	LECTURE 5: Globalization & its Impact	Entering the global arena Designing structure to fit global strategy. Building global capabilities Cultural differences in coordination and control The transnational model of organization	CLO #2

		Class Activity: Daft- TopDog Software	
Wk 6	LECTURE 6: Organizational Environment & Change	The organization's environment The changing environment Adapting to a changing environment Framework for responses to environmental change Dependence on external resources Influencing external resources Class Activity: Daft- The paradoxical twins: /acme & omega electronics	CLO #2
Wk 7	LECTURE 7: Power & Conflict in Organizations	Intergroup conflict in organizations Power and organizations Political processes in organizations Using power, politics, and collaboration Quiz 2 Assignment 1: HBR Case	CLO #2
Wk 8	LECTURE 8: Decision Making in Organizations	Individual decision making Organizational decision making Organizational decisions and change Contingency decision-making framework. Special decision circumstances Exam Brief Project Progress Report/ Discussion	CLO #1
Wk 9	Mid Semester Exam		
Wk 10	LECTURE 9: Organizational Culture and Ethics	Organizational culture Organization design and culture Organizational culture, learning and performance. Ethical values and social responsibility How leaders shape culture and ethics Corporate culture and ethics in a global environment Paper show	CLO #2
Wk 11	LECTURE 10: Implementing Change in Organizations	The strategic role of change Elements of successful change Technology change New products and services Strategy and structure change Culture change Strategies for implementing change	CLO #2
Wk 12	LECTURE 11: Information Technology &	Information technology evolution Information for decision making and control	CLO #1,2

	Organizational Design	<p>The level and focus of control systems</p> <p>Adding strategic value: strengthening internal coordination</p> <p>Adding strategic value: strengthening external coordination</p> <p>E-business organization design</p> <p>IT impact on organization design</p> <p>Class Activity: Daft- Century medical</p> <p>Quiz 3</p>	
Wk 13	LECTURE 12: Organizational Size & Control	<p>Organization size: is bigger better?</p> <p>Organizational life cycle</p> <p>Organizational size, bureaucracy, and control</p> <p>Bureaucracy in a changing world</p> <p>Bureaucracy versus other forms of control</p> <p>Organizational decline and downsizing</p> <p>Class Activity: Daft- Xerox Corp</p> <p>Assignment 2: HBR Case</p>	CLO #1, 3
Wk 14	LECTURE 13: Organizational Designs & Technologies	<p>Core organization manufacturing technology</p> <p>Contemporary applications</p> <p>Core organization service technology</p> <p>Non-core departmental technology</p> <p>Department design</p> <p>Workflow interdependence among departments</p> <p>Impact of technology on job design</p>	CLO #2, 3
Wk 15	Group Project Submission & Presentations		
Wk 16	Group Project Presentations		
Wk 17	Buffer Week		
Wk 18	End Semester Exam		