



THE  
COLLEGE  
OF NEW JERSEY

## MGT 350 DESIGNING ORGANIZATIONS

### **School of Business**

Fall 2010

Wednesday 6:00 – 9:50

Office Hours: T-F, 12:30-1:30 PM & W 4:30 – 5:30

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**Purpose:** The purpose of this course is to engage students in the world of organizations by integrating contemporary thinking about organization design with classic ideas and theories in ways that are interesting and enjoyable. Most students in a typical organizational theory class do not have extensive work experience, especially at the middle and upper levels where organization theory is most applicable. This course will provide students with the opportunity to examine contemporary organizational designs and theories, and to focus on companies that are successfully using these design concepts in a highly dynamic environment. Students will examine, diagnose and solve real-life organizational problems using actual organizational situations.

**Prerequisites:** Management 201 is necessary to present a broad picture of a business organization and what managers do. The course will expand and build on this macro view by examining how organizations are designed to successfully compete in a dynamic and global environment.

**Textbook:** Recommended but not required: Richard L. Daft, Organization Theory and Design, 9th Edition, 2007, Thomson (South-Western Publishing)

## **COURSE LEARNING OBJECTIVES**

The primary approach to organizational design will be the application of design concepts and theories to practical organizational situations. In order to do this the following content and performance objectives will be pursued:

- In order to properly describe any particular organization's structure, one must be familiar with the various dimensions of design. Therefore, students will be able to:
  - Specify the critical design dimensions that allow one to define and diagnose any organization's structure. (*Content*)
  - Identify the external and internal organizational environments that are appropriate for each of the critical design dimensions. (*Content*)
- Proper organization design requires more than a mastery of the critical design dimensions. It also requires an understanding of how an organization is controlled and how communications should best be handled.
  - Students will have a thorough understanding of the various types of organizational communication and control systems. (*Content*)
  - Recognize where and when each type of control and communication system is appropriate. (*Performance*)
- Knowledge, without the ability to apply it, is useless. Application of the above learning objectives is essential.
  - Students will demonstrate the ability to analyze an organization's external and internal environments and its mission, and determine the most appropriate organizational design. (*Performance*)

## **STUDENT ASSESSMENT**

The critical questions to be answered in assessing student performance in this course are:

- Is the student familiar with the structural dimensions that are critical to successful organization design?

This will be assessed through midterm and final examinations.

- Is the student able to assess an organization's relevant internal and external operating environment?

- Can the student select the most appropriate structural dimensions for the organization's environment that will best enable it to function successfully?

These will be assessed through two major case analyses.

**Assessment Philosophy:** Content goals are best assessed through examination, and this will be accomplished with midterm and final examinations. Performance goals are best assessed through the application of content goals. Two comprehensive case analyses will effectively assess these goals. A group case midway through the course will give students the opportunity to share ideas and apply the content with feedback from the instructor and from group members. A final group case analysis will assess whether or not students have met the performance goals.

**Grades** for each exam or graded assignment will be based on the class average for that exam or assignment. The average grade will be the lowest B- and thus determine the cutoff between the B- and the C- grade ranges. However, the cutoff will never be above an 80. Since the scale will likely be different for each graded activity, a weighted average will be used for the final course grade.

A.....	13 points or greater above the average
A- .....	10-12 points above the average
B+.....	7-9 points above the average
B.....	3-6 points above the average
B-.....	1-2 points above the average
-----	Class Average is lowest B-
C+.....	1-3 points below the average
C.....	4-7 points below the average
C-.....	8-10 points below the average
D+ .....	11-13 points below the average
D.....	14-20 points below the average
F .....	More than 20 points below the average

#### *Grade Weight Distribution*

Position Paper .....	10%
1 <sup>st</sup> Group Case.....	20%
First Exam.....	20%
2 <sup>nd</sup> Group Case.....	30%
Second Exam .....	20%

Note: Your second group case analysis should be an exemplary sample of your work and should be kept in a digital format so that both you and I are able to archive it as part of your student portfolio, which the School of Business may use to assess your work and accomplishments.

**Scheduling:** "Dean's Office: Except in the case of a TCNJ authorized absence or documented personal emergency, faculty are encouraged NOT to make individual exceptions to course assignment due dates and exams. Our work is no less coordinated or time-sensitive than many tasks encountered in the workplace and meeting deadlines and obligations is simply one more step in preparation for a business career."

**Week 1: Sept. 1:** Course introduction and Chapter 1: an introduction to designing organizations. The various structural and contextual dimensions will be introduced and we will examine frameworks for how organizational performance and effectiveness is measured.

**Week 2: Sept. 8:** Chapters 2 & 3. Fundamental organizational structures will be reviewed and their strengths and weaknesses examined for suitability based on the degrees of environmental uncertainty and complexity. The continuum of organic to mechanistic structures will be presented. The emphasis will be the interface of the organization's structure with its external environment.

**Week 3: Sept. 15:** Chapters 4 and 5. Designing organizations for their environment and inter-organizational relationships are covered. Theories of organizational ecosystems, the population ecology model and resource dependency will be examined.

**Week 4: Sept. 22:** Chapters 6 and 10. Structuring for a global operation and Implementing Strategy through organizational culture will be emphasized. Managing culture and ethical values are examined and related to structure, and a video on culture. *You will be given an assignment to write a **position paper** on one of several issues in organizational ethics.* This will be due in two weeks, October 1st.

**Week 5: Sept. 29: Exam** over material covered to date.

**Week 6: Oct. 6:** Manufacturing and Service (Ch. 7) and Information technology and the control of organizations (Ch. 8) will be covered. The various types of control systems will be examined and applied to various structural models and environmental demands. There will be an in-class case. Position paper is due.

**Week 7: Oct. 13:** Organizational transformation and dealing with crisis and transition will be the focus. Structural changes & management of crises will be related to organizational size and organization life-cycle (Ch. 9). Video. Case groups are formed and cases are assigned.

**Weeks 8-10: (Oct. 20, Oct. 27, Nov. 3)** Students will work in groups during class time and outside of class time on their assigned cases. Instruction and assistance will be provided and mini lectures will be given at the start of each class.

- Week eight's mini lecture will cover structural considerations to facilitate innovation and change (Ch. 11).
- Week nine's mini lecture will cover organizational decision making processes (Ch.12).
- Week ten's mini lecture will cover the structural ramifications of power and politics. (Ch. 13)

**Week 11: Nov. 10:** Presentations of group cases. *Second cases will be assigned.*

**Week 12: Nov. 17:** Exam over second half of material covered.

**Weeks 13-14: (Nov. 24-Dec. 1):** Group casework will be conducted during and outside of class time, working with the professor if necessary. Note that there is no class held on the 24<sup>th</sup> due to the Thanksgiving break. However, there is a total of four weeks between assignment of the final cases and when they are to be presented. This includes the Thanksgiving break.

**Week 15: (Dec. 8):** Group Case Presentations

**Exam Week:** The 2nd group case is comprehensive and suffices as a comprehensive final exam.

### **FORMAT FOR CASE ANALYSIS**

Both the oral and written group presentations will contain the following main elements as appropriate: (Some cases, because of their nature, may warrant other formats for presentation.)

a) An **overview** of the organization and situation. This should include organizational charts and/or anything to help the reader and audience to comprehend the organization and the situation. The focus should not be on the problem but on identifying the broader organization, its context and environment, both internal and external as appropriate. A brief history is appropriate, but don't rewrite the case in the book. When possible you should use the structural and contextual dimensions in describing the organization.

b) A **synopsis of the problem situation**. Here you focus on the problem(s). This may also require visual aids to assist the reader and audience in understanding the problem situation(s). Try to delineate the problems rather than bury them in a discussion.

c) **Principles of Organizational Theory** relevant to the problem. This is where you identify the relevant areas from the text that can provide insight and guidance. For the first group case you do not have to include those areas in the text not yet covered in the course. The second group cases are subject to any or all material covered in the course. That doesn't mean that all of it necessarily applies.

d) **Problem Solutions:** Here you are interpreting and applying those problem areas you have identified. Creativity in solutions is encouraged but should be based on sound theory. The "process" of implementing your solutions and anticipated problems in that process is important. (For example, you can't just say you recommend a structural change without discussing an appropriate implementation of that change.)

e) **Appendices:** This section should include any tables, charts, graphs, etc, that are needed to expand on the body of the paper. Don't include your PPT slides here. They are to be submitted separately.

f) **Responsibilities** page: Include a page as a part of your appendices. It should indicate the name of each team member and what areas for which he or she was responsible. If the responsibilities were not divided, just indicate that.

Note for Second Case Analysis: Two more sections will be added to your paper following “The Problem Solution” section that is discussed above.

d-1) **Organization Update:** Here you present any findings about the current organizational structure and environmental circumstances. It is possible that you will not be able to find any update information, depending on your case. If so, just state that.

d-2) **Discussion:** This section discusses what the organizational actually did. Do you agree or disagree with what they did, and why? Again, this may not be possible if you can't find updated information.

### **CASE SUBMISSIONS:**

For each of the two cases you will email me your case as an MS Word file, and your PowerPoint BEFORE coming to class to present your case. When you present your case, submit a hard copy of the case.

### **FORMAT FOR POSITION PAPER**

The position paper will require you to select from a short list of issues in organizational ethics, take a position on the issue, and support your position with cogent arguments and, where appropriate or possible, case situations, legal precedents, and prevailing theory. You should be able accomplish this in no more than three to four double-spaced pages. You will have two weeks to complete this assignment. Your paper will be graded for both content (issues, positions and presentation) and writing (style, grammar, syntax). Please send me an electronic copy on MS Word.

### **College Policies**

Attendance Policy: <http://www.tcnj.edu/~recreg/policies/attendance.html>

*“Every student is expected to participate in each of his/her courses through regular attendance at lecture and laboratory sessions. It is further expected that every student will be present, on time, and prepared to participate when scheduled class sessions begin. While attendance itself is not used as a criterion for academic evaluations, grading is frequently based on participation in class discussion or other activities that may take place during class sessions. If these areas for evaluation make class attendance essential, the student may be penalized for failure to perform satisfactorily in the required activities.”*

Academic Integrity Policy: <http://www.tcnj.edu/~academic/policy/integrity.html>

Americans with Disabilities Act policy: <http://www.tcnj.edu/~affirm/ada.html>