

Dominican University - Brennan School of Business
GSB 624-01: Organization Analysis and Design; Summer, 2017

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Office Hours: M-F; By Appointment

Course Description

This course examines systems of organization, focusing on their internal and external environments; their operational design, technology and structure; their functional processes, including decision making, power, change implementation, group relations, corporate culture and ethical practices. The course is presented through lectures, class discussions and weekly case studies.

Learning Goals

Students will analyze a variety of organizations from both theoretical and practical perspectives, to resolve organizational problems and increase organizational effectiveness. Upon successful completion of the course, students should be able to:

1. Identify the different types of organizational goals, their purpose, and competitive strategies for achieving them.
2. Explain the basic concepts of organizational structure and design
3. Identify and define elements external to an organization that impact its structure.
4. Explain the nature of organizational technology, its influence on organizational design and its impact on inter-organizational relationships.
5. Describe how organizations change and how managers direct innovation and change process.
6. Describe when and how different decision-making models should be used.
7. Explain how managers use power and politics to manage and resolve conflict.

Required Text

Organization Theory and Design, Richard L. Daft, 12th Edition, ISBN: 978-1-285-86634-5

Selected Case Studies, readings, and current business articles; these will be available when classes begin at: <http://harvardbusinessonline.org>; Ordering information will be presented in class. Students can access material using the following link: <https://cb.hbsp.harvard.edu/cbmp/import/ptos/64091417>

Course Grading and Requirements

Participation in class discussion (10%)

- Students are expected to be prepared and actively participate in discussions of course material and case studies. Occasional quizzes will be given to encourage students to be prepared for class and to highlight material that will be covered on exams. At the end of each class, students must submit a one page document with their Case Study Notes, which highlight 1. Key case issues; 2. Suggestions and solutions; and 3. Relevant course concepts involved.
- Students will be responsible for opening each class with a review of current business events, particularly as they relate to the evening's topic.
- Attendance is crucial; failure to attend class will impact a student's final grade.

Written Assignments (50%)

- Students will use the theories, concepts and practices studied to prepare a critical analysis of the effectiveness of their organization or of an organization that they choose to study. Students are encouraged to interview key managers to understand better the issue being studied. Papers should be approximately 3-5 pages in length and include a minimum of three citations from current academic journals. (30%)
- Students will read, write and present two oral and written Case Studies during the course of the semester, identifying the problem and offering a solution. Effective case analyses will utilize and amplify the text material and managerial concepts being studied to help generate practical solutions. The Case Study Analyses should be approximately 3-5 pages in length. (20%)
- Further details of written assignments and the basis for grading will be handed out and discussed in class.

Examinations (40%)

- Students will complete midterm and final examinations that test their comprehension and mastery of course material.

Grading Scale

A	100-97	B-	88-85	C	76-73
A-	96-93	B	84-81	C-	72-70
B+	92-89	C+	80-77	F	69 or below

Disability Statement

Any student with a documented disability needing academic adjustments or accommodations is asked to speak with me during the first two weeks of class. All discussions will remain confidential. Students requesting academic accommodations must first register with Disability Support Services in Lewis Hall, Room 132.. The office may be reached by calling 708-524-6822.

Course Policies

Students are responsible for asking questions about any material that is unclear; this can be done in class or by email.

All written work should be typed and double-spaced. Clarity, coherence, and cogency of analysis as well as grammar, punctuation, spelling, and general appearance will be considered in grading written assignments.

MLA is the preferred style for citations; all citations must include page numbers for material being cited.

Websites such as Wikipedia should not be used as sources for graduate level research.

Any form of **plagiarism or academic dishonesty** will result in a failing grade for the assignment and has the potential to result in a failing grade for the course. Any instance of plagiarism will be reported to the Dean. Please refer to “Definitions of Plagiarism, Cheating and Academic Dishonesty” and “Sanctions for Violations of Academic Integrity” found in the *Brennan School of Business Bulletin*.

The following will be considered in grading of formal written and oral work:

Student’s ability to

- Go beyond general summary and description in favor of critical analysis of the material.
- Analyze texts and ideas in ways that interest and excite readers or discussion partners.
- Assist readers or discussion partners in viewing the issue/s in a new light.
- Present coherent, well formulated, and compelling theses or claims in written work, oral presentations, and class discussions.
- Adequately develop ideas.
- Use independent sources to support and strengthen the ideas being presented.
- Submit written work that is grammatically correct.
- Prepare and give oral presentations that effectively communicate ideas and hold the interest of others.
- Participate in classroom discussions in ways that enrich and further learning.

Organization Analysis and Design: GSB 624-01
Course Calendar; Summer, 2017

Date	Chapter and Topic	Cases	Suggested Articles and Assignment Due Dates
05/08	Chapter 1 Organizational Theory		"The Ten Trends You Have to Watch;" Beinhocker, Davis, Mendonca; Harvard Business Review: July, 2009
05/10	Chapter 2 Strategy	McDonald's: Japan	"The Five Competitive Forces That Shape Strategy;" Porter; HBR: January, 2008 "Why Strategy Execution Unravels – and What to Do About It;" Sull, Homkes & Sull; HBR: March, 2015
05/15	Chapter 4 Environment	Apple: Privacy vs. Safety DUE: FIRST JOURNAL ARTICLE SYNTHESIS & CRITIQUE	"Learning to Live with Complexity;" Sargut & McGrath; HBR: September, 2011 "The Rise (and likely fall) of the Talent Economy;" Goold, Campbell; HBR: October, 2014
05/17	Chapter 3 Structure	Google Inc. in 2014 (Abridged)	"Do You Have A Well-Designed Organization?" Gould & Campbell; HBR: March 2002 "Beyond the Hierarchy Hype;" Bunch, Canner & Lee; HBR: October, 2014
05/22	Chapter 5 Interorganizational Relationships	Uber and Stakeholders: Managing New Way of Riding DUE: SECOND JOURNAL ARTICLE SYNTHESIS & CRITIQUE	"Organizational Ambidexterity; IBM and emerging Business Opportunities;" O'Reilly, Harreld & Tushman; California Management Review; Summer, 2009 "The Problem with Legacy Ecosystems;" Wessel, et al; HBR: Nov., 2016
05/24	Chapter 6 International Environment	Walmart: From China to India	"Contextual Intelligence;" Khanna; HBR: Sept, 2014 "Why Your Company Needs a Foreign Policy;" Chipman; HBR: September, 2016
05/29			Memorial Day
05/31			Mid Term Exam
06/05	Chapter 7 Mfg. & Service Technologies	Lego	"The Great Decoupling;" Interview with Brynjolfsson & McAfee (<i>The Second Machine Age</i>); HBR, June 2015 Due: Prospectus on Organizational Analysis
06/07	Chapter 9 Organizational Size & Life Cycle	Whole Foods: Balancing Social Mission and Growth	"Innovation's Holy Grail;" Prahalad & Mashelkar; HBR: July/August, 2010
06/12	Chapter 10 Culture and Ethical Values	Film: Enron; The Smartest Guys in the Room	"Culture is Not the Culprit;" Lorsch & McTague; HBR: April, 2016 "Manage Your Emotional Culture;" Barsade & O'Neill; HBR: January/February, 2017
06/14	Chapter 11 Innovation & Change	Alaska Airlines: Navigating Change	"The Evolution of Design Thinking;" Brown & Martin; HBR; September, 2015 "Superforecasting: How to Upgrade Your Company's Judgement;" Schoemaker & Tetlock; HBR: May, 2016
06/19	Chapter 12 Decision Making	Bob Beall at the Cystic Fibrosis Foundation	"Are You Solving the Right Problem?" Spradling HBR: September, 2012 "Leaders as Decision Architects;" Beshears & Gino; HBR, May, 2015 Due: Organizational Analysis Paper
06/21	Chapter 13 Power & Politics	CARA: A Case of Social Entrepreneurship: Tackling Homelessness	"Understand It: Strategies for Learning from Failure;" Edmondson; HBR; April, 2011 "How Managers Become Leaders;" Watkins; HBR; June, 2012
06/26			Final Exam

