

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

Molly Burke, PhD

Phone: 708/524-6826 - Email: burkemq@dom.edu

Office Hours – 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 during the week before 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/>

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.
- 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 submit two three-page syntheses and evaluations of current journal articles of interest to them with a copy of the article attached. (10%)
- 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 5 pages in length and include a minimum of three citations from current business literature. (20%)
- Students will work in a team to read, write and present an oral and written a Case Study 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.

