Department of Management and Marketing

Title of Course: Organization Theory and Design

I. Catalog Description and Credit Hours of Course:

Organizational purpose, design, structure, bureaucracy, power and politics; impact of external environmental and internal organizational factors on structure and design. (3 credit hours)

II. Prerequisite(s):

MG301 with a minimum grade of ‘C’

III. Purpose or Objectives of the Course:

Upon completion of this course, students should be able to:

A. Demonstrate knowledge of the principles of organization structure and design.

B. Develop skills for understanding the impact of environment, strategy, technology, organizational culture, change, and organizational size on organizational and inter-organizational relationships.

C. Demonstrate analytical skills in linking design/structure to performance.

D. Develop awareness of the decision making hierarchies, bureaucracy, power and politics.

E. Demonstrate knowledge of various organization theories which enable managers to understand, predict, and influence organizational design/structure and development.

F. Demonstrate awareness of the complex issues faced by managers in the area of ethics and social responsibility in organizational development.

G. Link organizational design to global business strategies and practices.

IV. Student Learning Outcomes:

Upon completion of this course the students will be able to:

A. explain principles of organization structure and design; environment, strategy, technology, organizational culture, change, organizational and inter-organizational relationships, decision making hierarchies, bureaucracy, power, and politics.

B. explain various organization theories which enable managers to understand, predict, and influence organizational design/structure and development.

C. identify the complex issues faced by managers in the area of ethics and social responsibility in organizational development; link organizational design to global business strategies and practices.

V. Expectations of Students:

A. Normal expectations, including two hours of time spent outside of class for each hour in class.

B. Periodic access to a PC and the Internet for assigned activities.
C. Reading the content of the required course materials, participating in class discussions, performing in-and out-class individual and team assignments, case analysis, and writing a term paper.

D. Coming to class prepared and following all the required procedural rules and regulations of the University regarding undergraduate students: attendance, academic honesty, effectiveness, and performance.

VI. Course Content or Outline

A. Organizations and Organization Theory 6 hours
   1. Organization theory in action.
   2. What is an organization?
   3. Perspectives on organizations: open systems and organizational configuration.
   5. The evolution of organization theory and design.

B. Strategy, Organization Design, and Effectiveness 6 hours
   1. The role of strategic direction on organization design.
   2. Organization purpose.
   3. A framework for selecting strategy and design/structure.
   5. Contingency effectiveness approach, resource based approach, and internal process approach.
   6. An integrated effectiveness model.

C. Fundamental of Organization Structure 6 hours
   1. Organization structure.
   2. Information processing perspective in organization structure.
   3. Organization design alternatives.
   4. Functional, divisional, and geographical designs.
   5. Matrix structure.
   6. Horizontal structure.
   7. Modular structure.
   8. Hybrid structure.

D. Open Systems Design Elements 6 hours
   1. The external environment.
   2. Inter-organizational Relationships.
   3. Organization size and life cycle and design/structure.
   4. Comparative management.

E. Innovation and Change and Organizational Design 6 hours
   1. Organizational culture.
   2. Organization design and culture.
   3. Culture and the learning organization.
   4. Ethical values in organizations.
   5. Leadership and culture and ethics.

F. Innovation and Change and Organizational Design 6 hours
   1. The strategic role of change.
   2. Elements of successful change.
   3. New products and services.
   4. Technology change.
   5. Strategy and structure change.
   6. Culture change.
   7. Strategies for implementing change.
G. Decision-Making Process 6 hours
   1. Rational approach.
   2. Bounded rationality perspective.
   3. Organizational decision-making.
   4. The learning organization.
   5. Contingency decision-making perspective.
   6. Special decision circumstances.

H. Conflict, Power, and Politics 6 hours
   1. Intergroup conflict in organizations.
   2. Power and organizations.
   3. Political processes in organizations.
   4. Using power, politics, and collaboration.

VII. Textbook(s) and/or Other Required Materials or Equipment:

A. Student Textbook(s) (Tentative)

   Current periodical are “bundled” and distributed during the class sessions and/or placed on reserve in the library.

B. Periodicals
   1. *Academy of Management Journal*
   2. *Academy of Management Review*
   3. *Administrative Science Quarterly*
   4. *Advanced Management Journal*
   5. *American Review of Public Administration*
   6. *Business Horizons*
   7. *Business Week*
   8. *California Management Review*
   9. *Fortune*
   11. *Human Relations*
   12. *International Studies of Management and Organization*
   13. *Journal of Systems Management*
   14. *Journal of Management*
   15. *Management Review*
   16. *Organization Science*
   17. *Organizational Dynamics*

VIII. Basis for Student Evaluation:

A. Performance on regularly scheduled exams.

B. Assignments the instructor considers necessary in meeting the objectives of the course.

C. Class participation.

D. Computer simulation/gaming may be used at the discretion of the instructor.

E. Case analysis.