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## MIE459 – Organizational Theory and Design

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### **Course Description:**

This course examines how managers can create more effective organizations. We focus on the following areas for improving organizational effectiveness:

- Conflict, power, and politics within an organization
- Personal and professional networks within an organization
- Alternative organizational structures, such as functional, divisional, geographic, matrix, and horizontal structures
- Techniques for managing an organization's dependencies on its external (resource) environment
- The role of innovation and organizational learning.

Our perspective is based on past research on the study of organizations (Professor Richard Daft's textbook on Organizational Theory and Design) and various academic papers cases geared toward these practical organizational issues.

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### **Course Learning Outcomes**

Upon completion of this course, the student will be able to:

- Understand the major perspectives and research paradigms of organization theory
- Evaluate the role of formal and informal networks within organizations
- Assess how organizational structure varies under different external and internal circumstances
- Assess how organizations can manage their external environment and adjust their organizational structure
- Examine the role of organizational structure (both formal and informal) in hindering and helping organizational innovation
- Identify methods to enhance knowledge sharing and idea development.

### **Course Structure and Content:**

Organizational Theory and Design is divided into five themes and 12 modules:

- Part 1 – Introduction to Organizations
- Part 2 – Organizational Purpose and Structural Design
- Part 3 – Open System Design Elements
- Part 4 – Internal Design Elements
- Part 5 – Managing Dynamic Processes

## **Part 1 – Introduction to Organizations**

### **Week 1- Mod 0 – Orientation**

- Overview of the entire course - how we will cover course content in breadth and depth

- Course Value in Career Planning
- Mechanics of the Course including:
  - Project team formation and operation
  - Course Book - Assignment Planning and Requirements
  - Grading structure (Critical Reviews, Book Review, Discussions, Projects)
  - Web site layout and operation, Important Dates
  - Purpose of Primers and Academic papers
  - Critical Thinking and Performance Rubric

### **Week 1 -Mod 1 – Introduction to Organizations and Organizational Theory**

- What is an Organization?
- Types of Organization
- Dimensions of Organization Design
- Evolution of Organization Theory

## **Part 2 – Organizational Purpose and Structural Design**

### **Week 2- Mod 2 - Strategy, Organizational Design and Effectiveness**

- Strategic Direction
- Organizational Purpose
- Strategy and Design
- Organizational Effectiveness

### **Week 3 Mod 3 – Organizational Structure**

- Organizational Structure Overview
- Impact of Information Flow on Structure
- Org Design Alternatives
- Functional, Divisional and Geographic Designs
- Matrix Structure
- Horizontal Structure
- Virtual Networks
- Hybrid Structures
- Applications of Structural Design

## **Part 3 – Open System Design Elements**

### **Week 4 -Mod 4 - External Environments**

- Environmental Domain
- Environmental Uncertainty
- Adapting to Uncertainty
- Framework for Org Responses to Environmental Uncertainty
- Resource dependence
- Controlling Environmental Resource

### **Week 5 - Mod 5 – Inter-organizational Relationships**

- Organizational Ecosystem
- Resource Development and Power Strategies
- Collaborative networks - Partnering
- Population Ecology - Ecological change and survival strategies
- Institutionalism - Internal and external view

### **Week 6- Mod 6 - Designing Organization for International business**

- Entering the Global Arena
- Designing Structure to Fit Global strategy
- Building Global Capabilities
- Cultural Differences in Coordination and Control
- The Transnational Model of Organization

## **Part 4 – Internal Design Elements**

### **Week 7 - Mod 7 - Manufacturing & Service Technologies**

- Core Business Process- Manufacturing Technology Strategy
- Advanced Manufacturing Systems - CIM, FMS, Lean, etc
- Service Technology
- Support Technology
- Department Design
- Workflow Across the Enterprise
- Impact of Technology on Job Design (Socio Technical Systems)

### **Week 8 - Mod 8 - IT and E Business Information Technology Evolution**

- IT technology Evolution
- IT for decision for making and control
- Adding Strategic Value: Strengthening Internal Coordination
- Adding Strategic Value: Strengthening external relationship
- IT impact on Organizational Design

### **Week 9- Mod 9 - Org Size Lifecycle & Decline**

- Organizational Size - is bigger better
- Organizational Life Cycle
- Organizational Bureaucracy
- Bureaucracy in Changing World
- Organizational Control Strategies
- Organizational Decline and Downsizing

## **Part 5 – Managing Dynamic Processes**

### **Week 10- Mod 10 - Organizational Culture & Ethics**

- What is Organizational Culture?
- Organizational Design and Culture
- Organizational Culture, Learning and Performance
- Ethical Values and Social Responsibility
- Sources of Ethical Values
- How Leaders Shape Culture and Ethics
- Organizational Culture and Ethics in a Global Environment

### **Week 11 - Mod 11 - Innovation and Change Management**

- The Strategic Role of Change and Innovation
- Elements for Successful Change
- New Products and Services
- Strategy and Structural Change
- Cultural Change
- Strategies for Implementing and Managing Change

### **Week 12- Mod 12 - Decision Making Process**

- Individual Decision Making
- Organizational Decision Making
- The Learning Organization
- Contingency Decision Making
- Decision Making in Complex Environments (high velocity, mistakes, escalation)

### **Week 13 - Mod 13 – Conflict Power and Politics**

- Socio Political Management
- Intergroup Conflict in Organizations
- Power and Organization Development
- Political Processes in Organizations
- Using Power, Politics and Collaborative Strategies

### **Week 13 - Final Draft Report Team Presentation**