

UNIVERSITY OF MASSACHUSETTS DARTMOUTH
Charlton College of Business
Department of Management

COURSE: MGT 673 Organizational Structure and Design

Fall 2017

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COURSE DESCRIPTION:

This online graduate course provides a survey of advanced concepts in organizational theory. Questions of importance include: How do we understand organizations –through what lens or perspective do we view them? Are they simply a legal entity or a social system or what? In what way does adopting a particular perspective both improve our understanding of their workings even as it constrains it? What are the three classic lenses that have been used by organizational scholars to understand organizations? How does our own perspective influence our understanding of decision-making, politics, goal-setting and other interaction processes within the organization? Finally, which perspective best captures today’s interconnected business environment.

The course will provide students with a more rigorous and scholarly understanding of organizations and managers with greater resources for decision-making in complex environments.

COURSE OBJECTIVES:

In order to contribute to their organization’s success, managers need to have a deeper understanding of processes in organizations and what guides them.

The objective of this course is to reinforce and expand the understanding you began to develop in MGT 650 through discussion and independent research.

COURSE OUTCOMES:

On completion of this course, you will be able to:

- Describe a new theoretical framework to help organize the organizational scene

- Use the theoretical framework to describe the links among strategy, structure, and organizational performance.

- Compare and contrast traditional and contemporary modes of structuring organizations.

- Describe environmental fields, populations, and networks

- Apply the theoretical framework to study a specific organization.

REQUIRED COURSE MATERIAL:

Hatch, M.J. with A. Cunliffe. **Organizational Theory: Modern, Symbolic and PostModern Perspectives**. 3rd Edition. Oxford University Press. 2013 ISBN 978-0-19-964037-9 paperback

HIGHLY RECOMMENDED:

BEHAVE by Robert Sapolsky. 2017 available as an e-book

CLASS POLICIES:

Academic Honesty:

Please review the University Policy available at:

<http://www.umassd.edu/studentaffairs/studenthandbookintroduction/studentconductpolicies/academicintegritypolicy/>

Incompletes: May no longer be granted by an instructor without the approval of the Dean. This will be considered only in exceptional circumstances and at the student's request made no more than 48 hours after the final examination or last class. The student must be passing at the time of the request or must be sufficiently close to passing for the instructor to believe that upon completion of the work the student will pass the course. If the work is not completed within a year of the recording of the grade of I, the grade will become an F (I). "I" grades cannot be changed to W. If the Dean does not approve an ncomplete request, the student will be given an "F".

We will be using the class website, "mycourses" for our discussions and assignments. This can be accessed from your UMassportal page.

You must become proficient with its use the first week of the course.

Any course assignments requiring use of 'mycourses' **must be completed on time** as they are a prelude to the next class; the website will show a late post. I will not read it after the due date.

ALL STUDENTS MUST CHECK YOUR UMASSDARTMOUTH EMAILADDRESS DAILY

Exams:

There are no exams in this class. Instead there will be small assignments due as posted in the Syllabus

CLASS PROCESS: HOW TO SUCCEED IN AN ONLINE CLASS

An online class is inherently different than face-to-face. Beyond the obvious (no commute to school, no face-to-face interaction, technology-mediated dialogue), there are fundamental differences in the learning process.

No one in an online class can be a spectator –not the teacher or any of the students. Learning is transparent –meaning you can't wait to show you're getting it until the exam or final paper. You need to show it day by day as you engage in online conversation. This means you must get ready to think out loud, to learn in community, and have your views shaped and reshaped day by day through community interaction. There is

an expectation that you will learn by engaging in the learning of others. In this sense, online courses can promote a deeper sense of learning than can face-to-face courses.

I expect that you will check in on the discussion board to read, think, and respond

This is a process.

Once a week contact and then putting it in the back of your mind until next week isn't a good idea

DISCUSSION PROCESS

Our week runs Wednesday to Tuesday.

I'll post discussion topics. They will reflect those that are on the syllabus so you already know what is coming. You have until the due date and time usually the Tuesday by 6 PM, after which time the posts are closed.

I expect that every student will read the initial discussion post of every other student in the class. Then be selective in your responses. It is far preferred that you engage in a meaningful conversation with 1 or 2 people than give short Facebook style thumbs up/like/share remarks that go nowhere with everyone. On average I expect each student will make 2 postings a week on each discussion thread. Am I going to count? Don't make me. You're graduate students. You're paying a LOT of money for this MBA.

In sum: You must plan your time well and stay on top of assignments. **You are responsible for your learning and for your success.**

EVALUATION POLICY AND SPECIAL INSTRUCTIONS ON ASSIGNMENTS:

Individual Discussion Contribution 100%

READY?

Let's get started.....

CLASS SCHEDULE

- Week 1 The Nature of Organizational Theory.
- Read Chapters 1 and 2.
- Organizational- Environment Relations
- Read Chapter 3
- Discussion Board: Define Organizational Behavior. Provide a micro and a macro example that illustrates your definition. Research the culture of Volkswagen that permitted emissions fraud to be deliberately perpetrated worldwide. Post your response to DB
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- Week 2 Organizational Social Structure
- Read Chapter 4 to page 116
- Discussion Board: Compare/Contrast what drives Jeff Bezos and Amazon versus Dan Price and Gravity Solutions. Why is there dissent in one and happy-land in the other? Please note the source of Price's personal "ah ha moment" pertaining to salaries, i.e. it's not an original thought.
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- Week 3 Technology and Organizational Culture
- Read Chapter 5 & 6
- Discussion Board: Analyze and Discuss the culture of Lehman Brothers that led to its demise
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- Week 4 The Physical Structure of Organizations and Power Control and Conflict
- Read: Chapters 7 & 8
- Discussion Board: Analyze The Geena Davis Institute for Women in Media and post your thoughts

Week 5 Theory and Practice

Read Chapter 9 & 10

DB: Consider political theory that might be driving a change of perception pertaining to Christopher Columbus.

Week 6 Representing different and disparate interests in a global organization. Final post to be determined

Week 7 Final post