

UNIVERSITY OF MASSACHUSETTS DARTMOUTH

Charlton College of Business

Department of Management

COURSE: MGT 673 Organizational Structure and Design

Spring 2024

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COURSE DESCRIPTION:

This 7 week 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 posts and independent research necessary to properly and effectively develop and answer them.

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. **Organizational Theory: Modern, Symbolic and Postmodern Perspectives**. 4th Edition. Oxford University Press. 2018 ISBN 978-0198723981 paperback. Remember: you can rent books.

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 incomplete 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.

PLEASE FOLLOW AND READ THIS LINK:

https://www.umassd.edu/media/umassdartmouth/provost/omnibus_language_for_syllabi_-_jan_11_2019.pdf

Exams:

There are no exams in this class.

Everything rests on the Discussion Board posts. Consider them mini papers that are well analyzed, researched, well-written and contain citations in APA or MLA format. How long should the posts be? Long enough that you would be satisfied if you were the one sending forth an associate to provide an answer on the issue to you for your use. Research means including more than the first thing that pops up on Google.

Your posts go IN the body of the thread. Do NOT post Word attachments. Why? Because that's the way I want them done. ☺

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.

You should be putting in 3 hours per course credit.

DISCUSSION BOARD PROCESS

Our week runs on Friday Due dates for DB posts . First post is due Friday March 22 by 6 PM You can post early: You can even work ahead. You can't post late or get a do over or an extra credit.

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, Fridays by 6 PM, after which time the posts are closed. 6:01 is a late post. Late posts get a zero. **NO late posts are accepted. NO extra credit assignments are possible.**

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. On average I expect each student will make 2 postings a week on each discussion thread.

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 Board 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

Week 2 Organizational Social Structure

Read Chapter 4

Goldman's C.E.O. Is Stuck, Without a Clear Lifeline

<https://www.nytimes.com/2023/08/11/business/goldman-sachs-david-solomon.html?smid=nytcore-android-share>

Week 3 Technology and Organizational Culture

The Sept/Oct 2023 issue of the HBR contains a cover story on page 56 entitled "Reskilling in the Age of AI" by Tamayo et al.
The HBR is accessible via the University Library

https://news.yahoo.com/john-deere-makes-major-announcement-110000162.html?soc_src=social-sh&soc_trk=ma

https://nam12.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnews.yahoo.com%2Ffake-meat-fad-finally-exposed-050000776.html%3Fsoc_src%3Dsocial-sh%26soc_trk%3Dma&data=05%7C01%7Cvmaher%40umassd.edu%7C4e10eea303a04b0e190c08db98c8cee3%7C328d6c0d0f2f4b7693109762ba1c3e2d%7C0%7C0%7C638271760453885532%7CUnknown%7CTWFpbGZsb3d8eyJWljoIMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6IjEhaWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=sKFEccOeX6KESrESxZrzUPvUdQLdDXWv9yyR62%2BJP0%3D&reserved=0

Read Chapter 5 & 6

Week 4 The Physical Structure of Organizations and Power Control and Conflict

Read: Chapters 7 & 8

Week 5 Theory and Practice

Read Chapter 9 & 10

"The looming health system 'redesign'", which can be accessed using the following URL:

<https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fwww.beckershospitalreview.com%2fstrategy%2fthe-looming-health-system-redesign.html&c=E,1,r9MWJ8CmldMP42aF4XAVMyrICZHvGxnAtUEXAnEgpxRnyi txACp7IxVIWxljv4Q7ZIkEclvCdrJKA3BQyfGvZD6G-LU4-0MvLt5JS6MZBSiomQ,,&typo=1>

Week 6 Representing different and disparate interests in an organization.

Compare and Contrast the Leadership Disasters in ChatGPT, Theranos and FTX

Week 7 Final DB post