

# Organizational Design

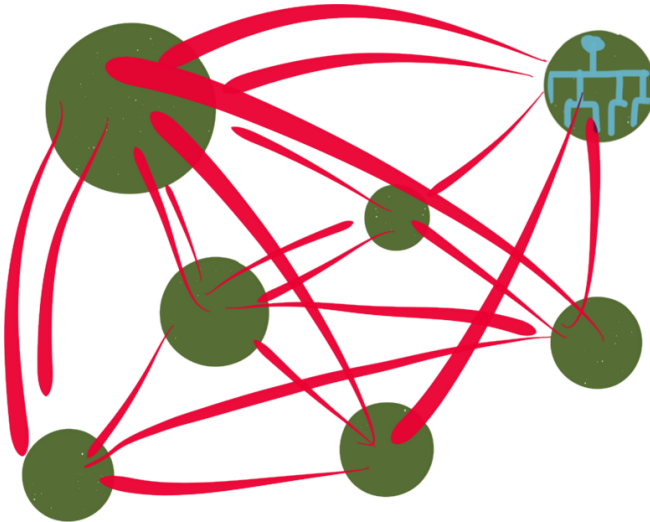
## Introduction

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Week 1

# Organizations




# Design

Everyone designs who devises courses of action to change existing situations into preferred ones

Design, so construed, is the core of all professional training: it is the principal mark that distinguishes the professions from the sciences

Schools of engineering, architecture, law, business, education, and medicine, are all centrally concerned with the process of design

 Simon, *The Sciences of the Artificial*, 1969

# About this course

- Research on organizations
  - Foundational studies
  - Classical theories
  - Contemporary theories
- The structure of organizations
  - Coordination mechanisms
  - Design parameters
  - Contingency factors
- Applications to the real world
  - Self-organization in teams
  - Case analysis and discussion

# Bibliography

- Core readings
  - Mintzberg 1979, *The Structuring of Organizations*
  - Mintzberg 1989, *Mintzberg on Management*
  - Tolbert & Hall 2009, *Organizations*
- Additional readings
  - Gómez Mejía, Balkin, & Cardy 2004, *Management*
  - Kates & Galbraith 2007, *Designing Your Organization*

## Where to get them

All are available through the university library (see links on Aula Global), some also in PDF

# Teaching methods

- Lectures
  - Friday, 16:15–17:45, on Blackboard Collaborate
  - Attendance strongly recommended
- Tutorials
  - Wednesday, 16:15–17:45 and 18:00–19:30, in 7.1.08
  - Attendance mandatory from Week 3 onward
  - Bring a laptop!

## Attendance policy

Time discipline, up to two justified absences, each additional absence leads to a 15% grade penalty

# Online classroom

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Course description

Announcements

Online classroom

Click here to join

Bibliography

The structuring of organizations: A synthesis of the research

Mintzberg on management: Inside our strange world of organizations

Organizations: Structures, processes, and outcomes

Articles

What great managers do

The Zappos way of managing

A little less conversation

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# Assessment

$$\text{Grade} = \underbrace{\text{Exercises}}_{40\%} + \underbrace{\text{Final project}}_{20\%} + \underbrace{\text{Exam}}_{40\%}$$

- Exercises
  - Case studies, simulations, debates
  - Prepare individually or in teams
- Final project
  - Includes a written report and a presentation
  - Equal contributions by team members
- Exam (in January)
  - Multiple-choice questions
  - Minimum 3.5/10 required to pass



# Final project

Teams will analyze a real-world organization, focusing on a topic covered by this course

Deliverables include a written report of no more than five pages and a 12-min presentation (plus three min for Q&A) during the last tutorial

Report and presentation must be uploaded to Aula Global no later than 24h before the last tutorial

For more details, see *[piazzai.github.io/orgdesign](https://piazzai.github.io/orgdesign)*

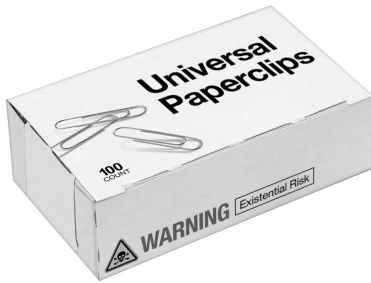
# The next few weeks

- Friday, September 18
  - Why organizational design
  - Classical management theories
- Wednesday, September 23
  - **No class!**
- Friday, September 25
  - Human relations school
  - Contingency theory
  - More recent organizational theories
- Wednesday, September 30
  - Group-dynamic game

# Universal Paperclips

A simulation that pits you against market forces

Play at [www.decisionproblem.com/paperclips](http://www.decisionproblem.com/paperclips) and try to finish the game (if you can) before September 30



**See you on Friday!**