

## **COURSE SYLLABUS**

### **MBA650: Organizational Design For Effectiveness**

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#### **Course Description**

This course examines emerging conceptual frameworks for understanding organizational design, structure, behavior, analysis, and practices of organizational design to enhance business effectiveness. It also, examines techniques for improving member fulfillment by means of planned change.

#### **General Course Information**

Number of Units/Weeks/Sessions	5/5/10
#Hours Lecture/#Hours Laboratory/#Hours HWs*	50/0/100
Prerequisite(s)	None
Co-requisites (s)	None
Course Developer(s)	Katherine McIlwain, M.A.
Date Approved / Last Review	Sept 2008 / Aug. 2014

\*Homework Projects

#### **MBA Program Learning Outcomes**

- Solve Organizational Problems
- Create Strategic Plans
- Solve Business Problems Using Quantitative Analyses

#### **Learning Outcomes**

- Compare and contrast various organization structures.
- Discuss problems associated with ineffective and inefficient organization design.
- Evaluate an organization in terms of goals, policies, procedures, structures, climate, technology, environment, and job design.
- Evaluate organizational designs and compare production and quality outputs under different structures.
- Analyze structural alternatives and organizational system options that aid in the design and redesign of a changing environment.

#### **Instructional Methods Employed in this Course**

- Reading from required and suggested sources in preparation for lecture and discussion
- Lectures, some supported by PowerPoint media and handouts
- Examples from current events to support instructor or text-based content
- Whole class discussions, generally correlated with lecture topics
- Small group discussions, stimulated by instructor-provided case studies, scenarios and other materials
- Peer-to-peer activities, in which students are paired to work together on common projects usually requiring research
- Student presentations, either as individuals or small groups, to highlight the results of work completed on an assignment

- Practical application of theory and skills in authentic design projects
- Build on prior knowledge and experience of students to enhance richness of class activities

### **Information Resources for this Course**

#### ☐ **Textbook**

Jones, Gareth. 2013. Organizational Theory, Design, and Change. 7th Edition. Pearson Education. ISBN-13: 978-0-13-272994-9

#### ☐ **Other Materials**

Roberts, John. 2007. The Modern Firm: Organizational Design for performance and Growth. Oxford University Press. ISBN-13: 978-0198293750.

Weiss, Marco. 2007. Efficient Organizational Design: Balancing Incentives and power Palgrave Macmillan. ISBN-13: 978-0230515529.

Senge, Peter M. The Fifth Discipline: The Art and Practice of the Learning Organization. (2006). New York: NY: Currency Doubleday. ISBN-13: 9780385517256.

Ristino, Robert J. (2000). The Agile Manager's Guide to Managing Change. Bristol, VT: Velocity Business Pub. Co. ISBN-13: 9781580990196.

#### ☐ **Web Site Readings**

The Center for Organizational Design. Home Page.  
<http://www.centerod.com/>  
(Retrieved August 13, 2012)

Free Management Library. Guidelines for Organizational Design.  
[http://www.managementHW.org/org\\_thry/design.htm](http://www.managementHW.org/org_thry/design.htm)  
(Retrieved August 13, 2012)

Mind Tools, Ltd. Organizational Design.  
[http://www.mindtools.com/pages/article/newPPM\\_95.htm](http://www.mindtools.com/pages/article/newPPM_95.htm)  
(Retrieved August 13, 2012)

### **Table/Topics & Assignments**

#### **Types of Assignments:**

Lecture -

Considered Lecture Hours

**Classroom Discussion -**

Considered Lecture Hours

**In Class Critique** - Considered

Lecture Hours **Delivering Oral**

**Presentations** - Considered

Lecture Hours

**In Class (IC) Exercise** -

Considered Lecture Hours

**Reading** -

Considered Homework (HW), work done outside of class

**WebClass lesson (non-online courses)** -

Considered HW, work done outside of class **Lab**

**Work** -

Considered Lab Hours **Quiz**,

**Midterm or Final** -

Considered Lecture Hours

Session 1						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 1A	The Organization	3	0	0	0	
IC EX 1A	Case Study 1	1	0	0	25	Session 2
IC EX 1 B	In-class Participation 1	1	0	0	20	Session 1
ELP 1A	Jones Chapter 1	0	0	5	0	
ELP 1B	Weekly Thesis Assignment 1	0	0	10	50	Session 3
ELP 1C	Team Project Business Assessment	0	0	10	100	Session 8
ELP 1D	Team Presentation	0	0	3	60	Session 9, 10
HW 1E	Curricular Practical Training Assignment	0	0	0	80	Session 7
Total Session 1		5	0	28	335	
Session 2						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
L E C 2A	Organization Environment	3	0	0	0	
I C EX 2 A	Case Study 2	1	0	0	25	Session 3
I C EX 2 B	In-class Participation 2	1	0	0	20	Session 2
EL P 2 A	Jones Chapters 2 - 3	0	0	10	0	
Total Session 2		5	0	10	45	

Session 3						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 3A	Designing Organizational Structures	3	0	0	0	
IC EX 3 A	Case Study 3	1	0	0	25	Session 4
IC EX 3 B	In-class Participation 3	1	0	0	20	Session 3
ELP 3 A	Jones Chapter 4	0	0	5	0	
ELP 3B	Weekly Thesis Assignment 2	0	0	10	50	Session 5
Total Session 3		5	0	15	95	
Session 4						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 4A	Organizational Structures Efficiency	3	0	0	0	
IC EX 4 A	Case Study 4	1	0	0	25	Session 5
IC EX 4 B	In-class Participation 4	1	0	0	20	Session 4
ELP 4 A	Jones Chapters 5 - 6	0	0	10	0	
Total Session 4		5	0	10	45	
Session 5						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 5A	Managing Culture	2	0	0	0	
IC EX 5 A	Case Study 5	1	0	0	25	Session 6
IC EX 5 B	In-class Participation 5	1	0	0	20	Session 5
ELP 5 A	Jones Chapters 7 - 9	0	0	15	0	
ELP 5B	Weekly Thesis Assignment 3	0	0	10	50	Session 5
EXAM 5 A	Prepare for Midterm	1	0	0	0	
Total Session 5		5	0	25	95	
Session 6						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 6 A	Managing Technology in a Global	2	0	0	0	
IC EX 6 A	Case Study 6	1	0	0	25	Session 7

IC EX 6 B	In-class Participation 6	1	0	0	20	Session 6
ELP 6A	Jones Chapter 1 2	0	0	5	0	
EXAM 6 A	Midterm Exam	1	0	0	100	
Total Session 6		5	0	5	145	
Session 7						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 7A	Forms of Organizational Change	3	0	0	0	
IC EX 7 A	Case Study 7	1	0	0	25	Session 8
IC EX 7 B	In-class Participation 7	1	0	0	20	Session 7
ELP 7 A	Jones Chapters 10 - 11	0	0	10	0	
ELP 7B	Weekly Thesis Assignment 4	0	0	10	50	Session 9
CPT	Curricular Practical Training Assignment	0	0	0	0	Session 7
Total Session 7		5	0	20	95	
Session 8						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 8A	Managing Innovation and Conflict	3	0	0	0	
IC EX 8 A	Case Study 8	1	0	0	25	Session 9
IC EX 8 B	In-class Participation 8	1	0	0	20	Session 8
IC EX 8C	Team Project Business Assessment	0	0	0	0	Session 8
ELP 8 A	Jones Chapters 13 - 14	0	0	10	0	
Total Session 8		5	0	10	45	
Session 9						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 9A	Team Presentations	4	0	0	0	
EXAM 9A	Prepare for Final	1	0	0	0	
Total Session 9		5	0	0	0	
Session 10						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 10A	Team Presentations	4	0	0	0	

EXAM 10 A	Final Exam	1	0	0	100	
Total Session 10		5	0	0	100	

### Course Hours Summary

Session	Topic	LEC Hours	LAB Hours	HW Hours
1	The Organization	5	0	28
2	Organization Environment	5	0	10
3	Designing Organizational Structures	5	0	15
4	Organizational Structures Efficiency	5	0	10
5	Managing Culture	5	0	25
6	Managing Technology in a Global Environment	5	0	5
7	Forms of Organizational Change	5	0	20
8	Managing Innovation and Conflict	5	0	10
9	Team Presentations	5	0	0
10	Team Presentations - Final	5	0	0
Total		50	0	123

### Table/Point Breakdown

Session	Assignment	Possible Points	Percent of Grade
1,3,5,7	Weekly Thesis Assignments 1-4	200	20%
1-8	Case Studies 1-8	200	20%
1-8	In-class Participations 1-8	160	16%
8	Curricular Practical Training	80	8%
1	Team Project	100	10%
1	Team Presentation	60	6%
6	Mid-Term Exam	100	10%
10	Final Exam	100	10%
Total		1000	100%

## Weekly Thesis Assignments

The primary purpose of the Weekly Thesis Assignments is to prepare each graduate student at Coleman University for the final Master's Thesis.

Each week, students will submit additional progress toward his or her chosen thesis topic. Progress toward the thesis will include a minimum of three (3) pages of new content toward the thesis and cite no fewer than three (3) scholarly sources.

Each weekly submission should include a highlighted section indicating the new content from the previous week. New content could either be completely new material, or revision to existing material based on feedback provided by your Thesis Mentor or Teaching Assistant.

At the end of Week 3, each student will provide an in-progress review submission to his or her Thesis Mentor via WebClass in the Thesis In Progress section. The Thesis Mentor will provide feedback regarding the framework and approach each student is taking and provide general guidance regarding completion. This in addition to the Weekly Thesis Assignment submission is graded by the course Teaching Assistant.

## Your Grades for this Course

Your final grade for this course will be based on an assessment by the Instructor of your performance on a number of course activities, which may include objective tests, classroom exercises, laboratory demonstrations, project papers, or other types of activities. The chart below indicates in what activities you will engage, how many possible points can be earned for each activity, and the percentage of your final grade that will be accounted for by each activity.

Students in this course should be graded following Coleman University assessment practices and policies. A point system is used in the University to indicate student performance on various required activities or projects. For this course, it is recommended that points be distributed as follows:

### Coleman University Grade Assignment Policy:

Percent	Letter Grade	Grade Points
94-100	A	4
90-93	A-	3.67
87-89	B+	3.33
84-86	B	3
80-83	B-	2.67
77-79	C+	2.33
74-76	C	2

70-73	C-	1.67
67-69	D+	1.33
64-66	D	1
60-63	D-	0.67
N/A	INC	0
N/A	W	0
60 or above	CR	0
59 or below	NC	0
N/A	I	0
N/A	W	0
N/A	AU	0
N/A	TR	0
N/A	WV	0

Legend	
CR = Credit	NC = No Credit
I = Incomplete	W = Course Withdrawal
AU = Audit	TR = Transfer Credit
WV = Waiver	

## Academic Accommodation / Adjustment Policy:

In accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA), Coleman University offers accommodations to students with documented physical, psychological, and/or cognitive disabilities. Coleman University will adhere to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations as required to offer equal educational opportunities to qualified disabled individuals.

To qualify for an academic accommodation under ADA, the student must provide adequate documentation of a disability. Students seeking academic accommodations should contact the campus ADA Coordinator at 858-966-3953 or via email at [ada@coleman.edu](mailto:ada@coleman.edu). The ADA Coordinator will review the documentation provided and verify ADA coverage. Students covered under ADA must meet with the ADA Coordinator at the beginning of every term to determine the appropriate academic accommodations. Failing to meet with the ADA Coordinator at the beginning of every term may impact the availability of accommodations.



After the academic accommodations have been determined, the students' instructors will be notified by the ADA Coordinator. If any problems or concerns regarding the provision of accommodations occur, the student must inform the ADA Coordinator. If the student feels accommodation is not being made appropriately, the student may follow the published Student Grievance Procedures.