

INTER AMERICAN UNIVERSITY OF PUERTO RICO  
METROPOLITAN CAMPUS  
FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES  
DOCTORAL PROGRAM

**I. GENERAL INFORMATION**

Course Title	:	Organizational Theory and Design
Course code and number	:	BADM 7000
Credits	:	3 (Three)
Academic Section	:	
Professor	:	
Office Hours	:	
Email	:	

**II. DESCRIPTION**

Review of the theories and practices related to the formal design of organizations.  
Analysis of the organizational problems of changes and development.

**III. Objectives**

**General Objectives**

Upon completion of this course students will be able to:

Discuss the major theories of organization design.

Analyze organization designs and processes and make recommendations for improvement.

Competently write and orally present a professional quality report of their analysis and recommendations.

Demonstrate their understanding of the major theories of organizational design.

**Specific Objectives**

1. Evaluate fundamentals of leading and sustaining discontinuous change in organizations.
2. Apply the concepts and skills taught in the class by analyzing and discussing real organizational problems and developing solutions.

3. Validate skills in areas useful in today's changing work environment, such as leading teams, working in a virtual environment, persuading others and presenting your ideas.
4. Justify the basic components and principles of organizational Theory and design. ‘
5. Appraise redesigning process in a real organization.

#### **IV. COURSE CONTENT**

##### A. Introduction

- 1- “A Blueprint for Change” “Mapping the organizational Terrain”. Read in Nadler and Tushman, *Competing by Design*, op. cit. Pages 31-41
2. “Getting Started Organization Design” Read in Jay Galbraith et. al.

##### B. The Principles of Design and the crucial Design Issues.

1. “The Principles of Design and the Crucial Design issues.” Reading in NADLER and Tushman, *Competing by Design*, op. cit. pages 43-70

##### C. Determining the Design Frame Work

1. “Determining the structure, translating the strategic into Design criteria.” “Read in Jay Galbraith, et. al.
2. “Choosing a Basic structure strategic Groups”. Read in NADLER and Tushman *Competing by Design*, op. cit.

##### D. Designing the Structure

1. “Structural Concepts, Organizational Roles, Testing the Design”. Read in Jay Galbraith, et. al. *Designing Dynamic organizations*, op. cit.

##### E. Processes and Lateral Capability

1. “Lateral Capability, Networks, Lateral Processes, integrative roles, matrix Relationships, building lateral Capability”. Read in Jay Galbraith, et. al, *Designing Dynamic Organizations*, op. cit.

##### F. Designing at the Enterprise level and operational level.

1. “Leveraging Competitive Strength” Working from the ground up.” Read chapters 7 and 8 in NADLER and Tushman, *Competing by Design*, op. cit., pages 117-160.

##### G. A process for Design

1. "Critical steps in the strategic design Process". Read in NADLER and Tushman, *Competing by Design*, op. at. pages 161-180.

#### H. Implementing New Design

1. "Understanding the crucial importance of implementation". Read in NADLER and Tushman, *Competing by Design*, op. cit. pages 181-204.

#### I. Knowing when to Redesign

1. "Knowing when to Redesign". Read in NADLER and Tushman, *Competing by Design*, op. cit. pages 205-224.

#### J. Defining and Rewarding success

1. "Metrics, Values, Behaviors and compensation". Read in Jay Galbraith et. al, *Designing Dynamic Organizations*, op. cit.

### V. ACTIVITIES

### VI. EVALUATION

#### Course Format:

Because of the advanced level of the students in this course and its small size, your participation in discussions and exercises is essential to your learning and that of your fellow students. Because of the variety of backgrounds that students bring to this class, each person point of view, experiences point for view, experiences, and questions can benefit the other students and professor. Therefore, the course is designed to balance lectures with student s discussion and participation.

#### Philosophy of the course:

The philosophy of the course is that the students leave it with a better understanding of how organizations function, and how you can use this knowledge to benefit your future professional experiences.

#### **Evaluation Process**

We will have two papers: midterm and final. The first one will has a value of 40% and the final will has a value of 60% of the grade.

## **Paper**

Write a paper providing detailed analysis to the management processes in a particular country. Your analysis should cover topics such as relevant aspects of the cultural milieu, sociopolitical and legal systems; how business and public sector organization are structured; general industrial relations and HRM practices; and national and international management styles. The length of the paper should not exceed more than 20 typed (double spaced) A-4 pages (about 4,000 words.)

### **Guidelines for written work:**

1. Complete sentences should always be used, even if a point form summary is being outlined. Spelling, grammar and other elements of expression will be considered in the assessment. A "chatty or journalistic" style should be avoided. The first person (I, we) should be avoided in favor of an impersonal style (the evidence suggests that...). Side headings should be used appropriately to highlight subject matter.
2. Appendices should be referred to, and numbered and sequenced in the same order. Pages should be numbered and the entire report securely stapled or bound. Duplicates of all material submitted should be made and retained by each group.
3. A reference list (alphabetical listing by author/first author) must be attached to your report. References in the report should be cited by author and date of publication, e.g. (Smith, 1988).
4. A good English or Spanish usage book is recommended for points of grammar. A good example is the Longman Guide to English Usage by S. Greenbaum & J. Whitcut (Longman, UK; 1988).

## **VII. SPECIAL NOTES**

### **A. Special Accommodations**

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodriguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

### **B. Plagiarism**

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulations handbook.

Inter-American University has very strict regulations regarding plagiarism (using the ideas or words of others without giving proper credit), so it is important that you specifically read

Chapter 5, Article 1, Section B.2c of the Student' Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

#### C. Use of Electronic Devices

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Critical situations will be dealt with in an appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

### VIII. EDUCATIONAL RESOURCES

#### TEXT

- 1- RICHARD M. BURTON ,BORGE OBEL ,DORTHE DOJBAK HAKONSSON ,ORGANIZATIONAL DESIGN. CAMBRIDGE UNIVERSITY PRESS ,CAMBRIDGE UNIVERSITY ,UNITED KINGDOM, 2015

#### READINGS.

1. Edward E. Lawler, From the Ground Up. Wiley, John and Sons, Inc. Hoboken, New Jersey, 2000.
2. Jay Galbraith, Diane Downey and Amy Kates. Designing Dynamic Organizations: A Hands-On Guide for Leaders at all Levels. American Managements Association, New York, 2002.

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